

WORLD NEWS

EUROPE

Italian deficit doubt after tax shortfall

By James Blits in Rome

Economic analysts questioned yesterday whether Italy had brought its public finances fully under control after the publication of a surprisingly low budget surplus figure for June.

Although government ministers said that a large shortfall in tax revenues in the first half of 1998 had been due to short-term technical factors, the June figure has worried some market analysts.

The surplus for June, one

of the most important months for tax revenues, came in at L18,300bn (\$10.2bn) earlier this week, well below a consensus forecast among analysts that averaged L33,000bn.

The June figure means that Italy's budget deficit in the first six months of this year was L48,300bn compared with L55,500bn in the first six months of 1997 - a difference of more than 1 per cent of gross domestic product.

The government said the lower budget figure in June was due to delays in the

introduction of a new regional tax on companies and the self-employed called IRAP.

Those liable for the tax were required to start paying last month. However, many more people than expected have taken the opportunity of making a first payment this month, staggering remaining payments through the rest of the year.

The finance ministry, which is responsible for tax collection, said yesterday that only 25 per cent of people due to pay IRAP had started to do so in June, pro-

viding the ministry with L7,200bn in IRAP tax.

A ministry spokesman noted that the government's target for IRAP collection this year was L25,000bn. "It may actually be lower," he said.

However, the introduction of this sweeping tax change in the months before Italy adopts the single European currency, the euro, in January concerns some analysts.

"The outlook is uncertain," said Moreno Capretti, of Banca Commerciale Ital-

iana in Milan. "The government has changed quite radically the schedule for the payment of taxes and we still don't know how many people will end up paying the IRAP tax."

He believes the July budget must show a surplus of between L4,000bn and L5,000bn to put the 1998 figures on track.

In a statement on Wednesday night, Carlo Azeglio Ciampi, treasury minister, said there would now have to be "maximum attention" on the spending figures for the rest of the year.

He is confident that Italy will reach its budget deficit to GDP target of 2.6 per cent. But a poorer than expected growth outlook has caused some banks to forecast 2.7 per cent.

NEWS DIGEST

STATE SUBSIDIES

Brussels keeps pressure on governments over aid

The European Commission, the European Union's executive, is to maintain pressure on governments to cut subsidies even though the value of state aid has declined in recent years. Aid to manufacturing industry between 1994 and 1996 was 10 per cent lower than in the previous two-year period, according to the Commission's sixth Survey on State Aid in the European Union.

State aid is not authorised under EU law, because it distorts competition in the single market. Exemptions are granted, however, on a case-by-case basis for regional development and large-scale industrial restructuring.

The survey covers aid to manufacturing, agriculture, fisheries, coal, transport and financial services. Karel Van Miert, EU competition commissioner, said aid levels were still "much too high". Aid to manufacturing in the 15 member states was Ecu33.3bn (\$41bn), down from Ecu41.4bn in 1992-1994 for the 12 countries which then constituted the EU.

France, Germany and Italy - the countries with the highest levels of subsidies - showed the sharpest decline. Countries with the lowest levels of aid, such as the UK and Spain, showed a rise, although the UK continued to have one of the lowest levels of subsidies. Belgium stands out as a country with high levels of aid, where the overall amount increased further. Samer Iskander, Brussels

EURO-ZONE

Annual inflation stable at 1.4%

Annual inflation in the euro-zone remained stable at 1.4 per cent in May, according to data from Eurostat, the European Union's statistical bureau. The figures suggest that the euro-zone continues to experience conditions of virtual price stability with no imminent inflationary or deflationary pressures.

But inflation performances differed markedly across euro-zone countries. Annual inflation was only 1 per cent in France and Austria, the lowest rates registered in the euro-zone, while Ireland had the highest rate of inflation at 2.4 per cent, up from 2 per cent in April.

The rise in Irish inflation follows a period of strong economic growth and a resulting boom in asset prices. Spain, Italy, the Netherlands and Portugal also registered inflation rates of 2 per cent or above. Annual inflation in the entire 15-member EU was 1.6 per cent in May, up from 1.5 per cent in April. Greece had an inflation rate of 5.0 per cent, the highest in the EU. These figures compare with equivalent inflation rates of 1.7 per cent in the US and 0.5 per cent in Japan, Wolfgang Münchau, Frankfurt

TAX AVOIDANCE

Brussels seeks crackdown

The European Commission has adopted a directive to crack down on European Union residents who avoid taxation by moving themselves or their assets to another member state. The proposal aims to ensure a common approach by national administrations against tax dodgers.

The Commission said yesterday that an earlier 1970s directive providing for mutual assistance between national tax administrations had proved ineffective. Despite pledges to exchange information and to share systems of collection and enforcement, the results were meagre.

The new directive - which must be approved by ministers of the 15 EU member states - includes national fines and penalties, and excluded very old claims that were difficult to recover. It also limited the scope of "no hope" appeals that tax dodgers often used to gain time. Lionel Barber, Brussels

RUSSIAN HELICOPTER CRASH

EBRD worker killed

A worker for the European Bank for Reconstruction and Development (EBRD) was among three people killed in a helicopter crash in south-east Siberia on Wednesday, the London-based bank said. "It's our understanding an EBRD member of staff was killed and a second employee is among the seriously wounded," Ben Atkins, an EBRD spokesman, said.

He said the EBRD had yet to confirm the dead person's identity. Earlier in Moscow, an emergencies ministry spokesman said three people, two of them Canadians, died when the Mi-8 helicopter carrying 16 people crashed on take-off near Russia's Lake Baikal and burst into flames. Of the 13 rescued, three were seriously hurt.

The two EBRD staff members had been working on a project to upgrade and expand two goldmines operated by mine owner Buryatgold using a \$17.5m finance package from the bank. Reuters, London

GREEK MARKETS WATCHDOG

Hellenic Petroleum probed

Greece's capital markets committee, the watchdog for the Athens stock exchange, is examining complaints that Hellenic Petroleum (HP), the state-controlled oil refining group which was privatised last month, has discriminated against small investors.

Retail investors were excluded from HP's first two days of trading because they had not received share depositary certificates.

A company official said: "We were overwhelmed with paperwork, but the July 1 start of trading couldn't be postponed because of the commitment to international investors."

More than 350,000 retail investors were allocated 40 shares each in a domestic tranche covering almost 30 per cent of the £650m (\$278m) offering. Demand for shares from small savers was much higher than in previous privatisation offerings. The retail tranche was subscribed more than 30 times. Bourse officials said yesterday that retail investors had started to receive their certificates. HP's share price has jumped 44 per cent in the first three days of trading, thanks to strong demand from Greek institutions. Kerin Hope, Athens

LITHUANIAN ECONOMY

Annual growth at 6.9%

Lithuania's economy grew at an annual rate of 6.9 per cent in the first quarter of 1998, the central bank said yesterday. The current account deficit, buoyed by strong import growth, rose in the first quarter by 15.2 per cent on a year-on-year basis, the central bank said.

Despite rapid manufacturing growth, vigorous domestic demand for both investment and consumer goods outpaced domestic supply, the central bank said. This fuelled import growth. "The 13.5 per cent is higher than what we had expected, but not dramatically so," said Adalbert Knobl, the International Monetary Fund's resident representative. Mr Knobl said the current account was usually higher in the first three months than in other quarters because of energy imports.

A good portion of the current account was financed by foreign direct investment, which does not create debt for the country, Mr Knobl added. The prime minister, Gediminas Tagorius, said Lithuania's current account deficit was likely to be around 10 per cent of gross domestic product for the whole of 1998. Matej Vipotnik

'State should control EDF'

By Robert Graham in Paris

France was urged yesterday to introduce a regulatory body for the electricity industry when Europe-wide liberalisation of the business comes into force next February.

This is one of 27 recommendations in a report commissioned by Lionel Jospin, the prime minister, to prepare EDF, France's state electricity monopoly, for the opening up of competition in the sector.

The core of these proposals centres on the conviction that EDF should remain under full state control as an integrated operation, with only the management of the electricity system under a separate entity. But this would itself be staffed by some 1,000 EDF personnel.

The tone of the proposals is defensive, seeking to do the minimum necessary to alter the institutional status of EDF, which has always been managed under tight government control.

The regulatory body envisaged will monitor tariff and the quality of service both for the public and large clients, who will be able to choose from competitive offers. It will comprise three "independent" figures, who will serve one term of five to six years.

The report lays down four main roles for EDF. Europe's largest electricity company, the purchase of electricity, production, managing the grid and distribution.

EDF will also have responsibility for any eventual replacement or renewal of France's large park of nuclear power plants, taking account of the freeze on new construction imposed by Mr Jospin's government.

Although it does not rule out diversification into telecommunications in the style of Italy's Enel, the report is cautious, recommending no early decision. However, EDF could rent its existing network facilities.

The report was issued after a big shake-up of senior EDF management which saw the departure of the chairman and the chief executive after months of squabbling.

Prepared under the aegis of a Socialist deputy, Jean-Louis Dumont, over the past three months, it will provide the basis for legislation in the autumn altering EDF's statutes and redefining its role within the context of EU competition directives.

The main battle is likely to be over the way in which the law protects the existing 116,000 workers and tackles the huge problem of the cost of EDF's pensions.

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Four dead in Budapest car bomb attack

By Lester Eddy in Budapest

A bomb exploded under a parked car in central Budapest yesterday, killing four people and marking a serious rise in the violence which has plagued Hungary's capital in the past three years.

Most of the early attacks were against nightclubs or restaurants and rarely resulted in personal injury. They seemed to be related to turf wars between rival foreign-gang.

This pattern was broken last year by the shootings of a known criminal and a newspaper publisher. In March the attacks began to include politicians, with two explosions at the homes of opposition MPs, although no injuries resulted.

The authorities have been largely unsuccessful in tracking down the perpetrators, with only three suspects arrested in connection with 20 incidents last year, according to a police spokesman.

Viktor Orbán, the new prime minister, has made the fight against crime a big part of his government's programme.

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to be deliberately intended to injure bystanders, follows a series of shootings and explosions that have hit the Hungarian capital in the last three years.

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Cars blaze in a Budapest street after yesterday's bomb blast

common with other public workers, have suffered from deteriorating living standards, and are often seen as incompetent or corrupt.

The police have offered a Ft5m (\$23,000) reward for information, and Budapest's

mayor, Gabor Demszky, said the city would offer an additional Ft25m to reinforce police work in the city.

EU presidency brings Austria back into Europe's diplomatic spotlight

Vienna plans to wipe out its old image of a land on the margins of western Europe.

Eric Frey and William Hall explain

Since the last Austro-Hungarian emperor abdicated in 1918, the private chancery, grand ballrooms and huge libraries of Vienna's 2,600-room Hofburg palace have stood as a disconcerting reminder that the city used to be a much more important place than it is today.

However, this week the Hofburg, which hummed with diplomatic intrigue for more than five centuries, has resumed its old role on the European political stage. The glittering imperial palace will host big set-piece events connected with Austria's presidency of the European Union, which began on Wednesday.

While the current crop of European statesmen is not a patch on the likes of Metternich, Talleyrand and Lord Castlereagh, who in between the continent's future at the 1815 Congress of Vienna, the renewed buzz of political activity inside the Hofburg symbolises Austria's return to the centre stage of European politics.

The coalition government of Social Democrats and the conservative People's party wants to use the EU presidency to emphasise that Austria is a small and successful country tied firmly to western Europe.

Viktor Klima, 51, the socialist chancellor, and Wolfgang Schüssel, 53, the foreign minister, have not been invited to the EU summit in October to discuss

grand designs for the coming six months. They take a mainstream position on almost every EU issue and want to make progress in areas of internal EU reform, such as agriculture, regional funds and financial burden-sharing among member states.

Ever since the fall of the Iron Curtain, Austria has endeavoured to shed its image as a special case on the margins of western Europe, geographically, politically and economically.

It has modernised its economy and privatised its state-owned industries. Joining the EU in 1995 was another step in its bid to return to the European mainstream.

The start of the presidency has helped shore up a government that had come under strain in March when the two parties failed to agree on the issue of Nato membership.

Mr Schüssel's People's party wants Austria to join the Western defence alliance, but Mr Klima's Social Democrats want to retain Austria's firm neutrality. It

was the latest in a series of rows that periodically threaten to bring down one of Europe's longest-serving coalition governments.

However, both men have vowed to speak with one voice during the six-month presidency. This may prove hard, as both will be vying for increased public exposure to shore up their popularity ahead of parliamentary elections next year.

Mr Klima is alleged to resent the fact that his foreign minister is the focus of so much attention during the presidency. By contrast, Mr Schüssel felt shoved aside when Mr Klima invited other heads of state and government to a special summit in October to discuss

the internal problems of his own party after the revelation that one of his key parliamentary lieutenants had fled to Brazil after allegedly embezzling Sch200m (\$15.7m) of party funds.

Mounting evidence of irregularities in some regional party organisations has dented Mr Haider's clean-cut managerial image. His decision to run for governor of Carinth

EUROPE

ELECTORAL SYSTEM PM BOWS TO ALLIES OVER EUROPEAN PARLIAMENTARY POLL

Jospin drops election reform plan

By Robert Graham in Paris

Lionel Jospin, France's Socialist prime minister, has been forced to scrap plans to change the system for European parliamentary elections because of opposition from his leftist coalition allies.

This is the first time Mr Jospin has bowed so publicly to pressure from his partners since he took office in June last year. However, in withdrawing plans already at an advanced stage in the legislative process, he has demonstrated pragmatism in dealing with the increasingly troublesome Communists and Greens who back his administration.

Since 1993, successive French governments have toyed with changing the system of electing deputies to the European Parliament. This has relied on proportional representation with lists of candidates drawn up nationally by the parties.

After the strong performance of the far-right National Front in regional elections last March, President Jacques Chirac encouraged the prime minister to press ahead with a reform of the EU parliamentary vote before the June 1999 European elections.

Legislation was drawn up and approved in a cabinet meeting on June 10. The aim was to bring deputies closer to the electorate by dividing France into seven geographical units, with another for the overseas territories.

The existing 87 seats were then spread out on the basis of this new regional geography while maintaining proportional representation.

The bipartisan approach with presidential backing quickly came undone when both the right and the left began to realise they risked losing out in the change.

France's PM has demonstrated pragmatism in dealing with increasingly troublesome allies

On Wednesday that the new law was not worth the risk of confrontation or, more seriously, a parliamentary defeat. Against him were not only the Communists but the Greens and the Citizens Movement of the interior minister, Jean-Pierre Chevénement.

The proposal's fate was sealed because Mr Chirac was unable to persuade a large segment of his own allies on the right to back change. This was despite the fact that the new electoral system followed suggestions put forward last year by the previous conservative government.

The most ambiguous presence is that of more than 1,200 peacekeepers operating under a mandate from the Organisation for Security and Co-operation in Europe (OSCE) to help keep the

"slightly better cargo and passenger capability". Airbus had also put together a better economic package. It is the first time Airbus has sold a wide-bodied, fly-by-wire aircraft to a US carrier.

The Airbus success follows a difficult period for Boeing. The US company this week said it had final resolved manufacturing problems which last year helped push

By Edward Luce

Dominique Strauss-Kahn, the French finance minister, said yesterday France would issue bonds linked to the rate of inflation in a move which would put it ahead of its neighbours in the future euro-zone.

The plan, which was opposed by Jean-Claude Trichet, governor of the

French central bank, when it was first proposed last year, is the latest in a series of French initiatives designed to woo the bond markets in advance of economic and monetary union.

France was also the first among the inaugural members of Emu to announce it would redenominate all government debt into euros next January. In addition, the

French treasury was ahead of Germany and other neighbours when it permitted the introduction of strips trading – separating the different coupon payments on a government bond into independently tradeable instruments.

Yesterday's announcement that the French treasury would issue index-linked bonds in September and

thereafter at every monthly bond auction is seen as the latest attempt to strengthen market confidence in French government bonds.

France wants its debt to be the benchmark for Europe," said Valérie Menoret at Paribas Capital Markets in Paris. "This is designed to have a deep impact on the market."

By linking the yield on the

UK and Sweden, neither of which are part of the first wave of Emu, also issue index-linked bonds. However, analysts are sceptical of France's ability to persuade capital markets to shun German government debt in favour of French bonds. Germany is considered a marginally safer bet than France and has a better record on inflation.

In addition to giving investors a choice of government bonds, the French government is therefore expressing confidence in its ability to hold down the rate of inflation over the long term. The

Shevardnadze sees new oil pipeline as key to Georgian unity

Anthony Robinson and Selina Williams
on the president's reunification bid

High on a crumbing watchtower with a panoramic view over the Georgian port of Poti, a shirt-sleeved Russian border guard peers through binoculars at ships entering and leaving the Black Sea harbour.

Georgia has been formally independent since the disintegration of the Soviet Union in 1991, but the Russian soldier is a symbol of its limited sovereignty. He is one of around 1,000 Russian troops who guard Georgia's coastline and also what was once the Soviet border with Turkey and Georgia's northern border with Russia itself.

Georgia, which first came under Russian control nearly 200 years ago, lost control of its northern border in 1993 when Russia clandestinely encouraged the bid for independence mounted by rebellious nationalists from the ethnic Abkhazian minority living in what used to be an autonomous province of Soviet Georgia.

More obvious signs of Russia's continuing presence are the 11,000 Russian troops housed in four military bases, the two Russian air force bases and the submarines from the Black Sea fleet which occasionally call in at their old base at Ochamchire.

The most ambiguous presence is that of more than 1,200 peacekeepers operating under a mandate from the Organisation for Security and Co-operation in Europe (OSCE) to help keep the

peace in Abkhazia and South Ossetia. These are the regions where clandestine Russian intervention on the side of the rebels helped to foment violent separation in the first place, Georgians believe.

Fighting between rival militia forces flared up again in Abkhazia two months ago after Abkhazian forces ejected thousands of ethnic Mingrelian and Georgian refugees who had returned to the southern Abkhazian region of Gali.

This underlined the depth of the problems faced by President Eduard Shevardnadze. The Georgian leader, who has been the target of two assassination attempts in the last three years, is trying to persuade the breakaway provinces, and the largely Moslem region of Adjaria around the port of Batumi, to accept his offer of an "asymmetric federation". This would give the would-be separatists a large degree of economic and political autonomy while remaining within Georgia.

While Abkhazia remains defiant, Ludwig Chubirov, the self-styled president of South Ossetia, is desperately seeking foreign investors to prop up the crumbling economy after Russian pledges of economic assistance failed to materialise.

Speaking in the South Ossetian "capital" of Tskhinvali, a straggling Soviet-style village in the foothills of the Caucasus mountains, Mr Chubirov acknowledged the impossibility of attracting

foreign investment without international recognition and signalled his readiness for closer economic ties with Georgia.

The mountainous region is part of the Russian federation and temporary home to thousands of South Ossetians who fled the ethnic fighting in 1991-92. This was provoked by the aggressive Georgian nationalism of then president Zviad Gamsakhurdia, and fanned by nationalists and pro-Soviet nostalgics militating for union between North and South Ossetia.

T his year, however, a new and potentially powerful economic development has raised the hopes of Mr Shevardnadze and his closest advisers of reuniting the country, securing the departure of Russian troops and building a new relationship with Russia built on mutual respect and economic co-operation.

The new factor is a 920km oil pipeline under construction from an offshore Azerbaijan oil field in the Cas-

pian Sea across Azerbaijan and Georgia to a new oil terminal at Supsa, just north of Poti.

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While Supsa will operate all year round, Novorossiysk is closed due to storms and bad weather for three to four months a year. Now the Georgian International Oil Company (GIOC), working closely with the Azerbaijani government and the 11 international oil companies financing the Baku-Supsa pipeline, is proposing construction of a spur line to link Novorossiysk with Supsa.

Such a line would allow Novorossiysk to operate all year round and would enhance the attractiveness of the proposed Caspian Pipeline Consortium (CPC)

"main oil export pipeline", argued Giorgi Chanturia,

A watchtower at the Georgian port of Poti on the Black Sea. Inset: a Russian border guard atop the tower watches over shipping

president of GIOC. The CPC is designed to carry more than 30m tons of oil from Tengiz and other oil-fields in western Kazakhstan to Novorossiysk.

Mr Shevardnadze and his advisers have been attracted to the project by the potential geopolitical significance of a Novorossiysk-Supsa spur.

The line would have to pass through Abkhazia and could only be financed and built if Moscow ceased clandestine support for Abkhazian

separatists and pushed for acceptance of the "asymmetric federalism" now on offer from Tbilisi, the Georgian capital.

This would signal that Moscow was prepared to move away from its traditional policies of seeking military and political hegemony in the Caucasus towards a potentially more rewarding policy of economic co-operation and mutually beneficial investment projects with Georgia and the rest of the region.

WORLD TRADE

Airbus claims lead in sales battle with Boeing

By Michael Skapinker,
Aerospace Correspondent

Airbus Industrie, the European consortium, yesterday dealt a blow to Boeing, its Seattle-based rival, by winning an order for 30 aircraft from US Airways.

Stephen Wolf, US Airways chairman, said his company had chosen the Airbus A330 over the Boeing 767 because the European aircraft offered

seven and reserved delivery positions on an additional 16.

Mr Wolf said: "The truth of the matter is that we plan to buy all 30 aircraft." The list price on the aircraft is \$3.7bn, although Mr Wolf said US Airways would be paying less than this.

The order is the second Airbus success at US Airways. Last year, the carrier said it would buy up to 400

narrow-bodied aircraft. Mr Wolf said: "Airbus will represent the vast majority of our fleet in just a few years."

The airline plans to use the new aircraft, which carry 335 passengers, on transatlantic flights from the US to Rome, London and Paris.

Boeing earlier this year suffered another blow when Airbus won a \$4bn order from a group of airlines in Latin America, a market the

US manufacturer has traditionally dominated. Boeing is also struggling to win an order for short-haul jets from British Airways, a long-standing customer. The BA board is due to consider bids from Boeing and Airbus for about 30 aircraft today but is not expected to make a decision for several weeks.

BA has dismissed reports that it has already decided to buy Airbus jets. "The negotiations are real and they are still in train," the airline said. However, Ron Woodard, Boeing's head of commercial aircraft, indicated this week that he had already offered BA his best package. "We've made an offer for 17 firm orders and 17 options that's as aggressive as we can prudently do while maintaining shareable value," Mr Woodard said.

Maquila law in El Salvador relaxed

By James Wilson
in San Salvador

El Salvador is to give manufacturers in its tariff-free assembly zone full access to domestic and regional markets, rather than insisting that most goods are sold outside Central America.

The decision will allow El Salvador to compete better with neighbouring countries that allow sales in the region. Eduardo Zablah, the economy minister said. However, it has worried the country's industrial sector, which says it will be dragged into unfair competition with foreign manufacturers.

Free zone assembly plants known as *maquilas* are an important export earner for El Salvador and other Central American countries. Foreign manufacturers are given a tax-free environment to import materials for local finishing of goods, especially textiles, which are then exported. Cheap local labour costs have been a further attraction.

However, competition has grown fiercer, especially since Mexico – another important location for assembly plants – gained privileged access to the big US market through the North American Free Trade Agreement (Nafta).

Under its proposed law change El Salvador would allow manufacturers to sell as much of their production as they wanted within the country or within Central America, although they will have to pay tax on goods entering the Salvadorean market. Previously manufacturers have been allowed to sell a maximum of 15 per cent in the region, while all textiles had to be sent outside Central America.

Mr Zablah said he hoped the measure would increase the number of jobs in the sector by roughly 150 per cent in the next three years. *Maquila* exports have been worth \$1.2bn a year, of which around \$400m is value added in El Salvador.

IFC steps in to fund Vietnam water scheme

By Jonathan Birchall

The International Finance Corporation is to lend \$25m to fund the completion of Vietnam's first build-operate-transfer project, after the regional economic crisis led to the collapse of previously agreed project funding.

The Malaysian-owned Binh An Water Corporation (BAWC) was given a BOT licence by the Vietnamese authorities in 1995 to build a 100,000 cubic metres per day water treatment plant in Ho Chi Minh City; the \$66m Saigon Water Supply and Rehabilitation Project.

The ADB had threatened to cut off funding for the scheme in a dispute over the selection of an international contractor to build a \$25m water supply pipeline.

Sources familiar with the project now say the Vietnamese government has dropped its insistence that the work be awarded to French contractor SOGEA, whose low bid had been disqualified by the ADB. Instead the work will be awarded to Japan's Mitsui Construction, the second lowest bidder.

Progress on Vietnam's second BOT water supply licence, a project by France's Suez-Lyonnaise des Eaux, is dependent on the completion of the supply pipeline.

An IFC statement also stressed the importance of the BAWC project in

US and Japan in insurance market clash

By Gwen Robinson in Tokyo

US-Japan trade tensions flared yesterday after the US accused Japan of failing to meet a July 1 deadline for reforming its \$385bn insurance market.

Charlene Barshefsky, the US Trade Representative, said Japan was "unwilling to open its insurance market to genuine competition."

Japan, however, said it had "faithfully implemented" the reforms, contained in a 1996 bilateral accord on deregulation of Japan's primary insurance market.

A frosty exchange of claims and counter-claims yesterday between the office of the US Trade Representative and Japanese officials followed the breakdown last

month of talks between US and Japanese negotiators. The talks were part of US efforts to force Japan to adhere to promises made in two bilateral agreements, in 1994 and 1996, on opening its insurance market to foreign and domestic competition.

More significantly, US insistence on a deregulation timetable in the 1996 bilateral agreement has placed Washington in the tricky position of opposing Japanese plans to proceed with liberalisation in another area of insurance: the so-called "third sector" of specialty insurance. Foreign companies dominate this grey zone between primary life and nonlife insurance categories in Japan, which features products such as

cancer, senile dementia and nursing insurance.

The main reason for foreign dominance in this specialty sector are restrictions which prevent Japanese companies offering third-sector policies such as cancer insurance. The restrictions were introduced when foreign companies began developing such products in Japan in the 1970s, mainly because Japanese companies had little interest in the sector at the time. But the ageing of society, the success of foreign companies and recent deregulation in the main insurance markets have generated domestic pressure on the government to lift the restrictions.

The US, however, demanded in the 1996 bilateral

accord that Japan fulfil promises to deregulate its main insurance markets before lifting restrictions on Japanese companies in the third sector.

Ms Barshefsky said yesterday the US would oppose Japan's plan to lift the third sector restrictions by 2001 unless Tokyo fully deregulated its primary insurance market.

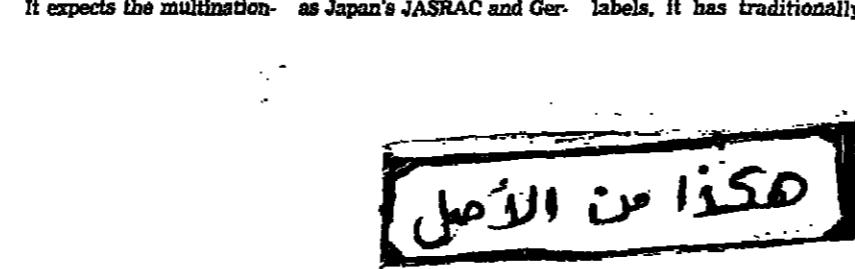
Third-sector premiums, which represent a small but lucrative niche market, are divided between the life and non-life categories. But taken separately, third-sector insurance shows a stark reversal, with foreign companies overwhelmingly dominant in lucrative fields such as nursing care insurance, where they account for about 90 per cent in terms of the value of policies underwritten.

The primary sector is dom-

inated by life insurance, which accounts for nearly 80 per cent of total insurance premiums in Japan. The US claims that Japanese companies control about 98 per cent of life business and 97 per cent of the non-life business, which is mainly in fire and automobile insurance.

In a development which at least partially undermined US claims, however, Sony, the Japanese electronics giant, confirmed yesterday it would establish a non-life insurance company offering discounted motor insurance policies to individuals through direct marketing methods including telephone and internet sales.

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INTERNATIONAL

Bundesbank attacks IMF over Asia

By Wolfgang Münchau
in Frankfurt

Senior German government and Bundesbank officials yesterday criticised the International Monetary Fund, saying it had contributed to the financial crisis in Asia through generous financial assistance.

Hans Tietmeyer, president of the Bundesbank, and Jürgen Stark, state secretary in the finance ministry, said consecutive IMF bail-outs had lulled investors and lenders into a false sense of security, and had helped spread the crisis throughout the region.

They warned in particular about "moral hazard", as investors get used to being bailed out by IMF support programmes.

The outspoken criticism, at a joint conference organised by the Bundesbank and the IMF, highlights the long-standing gulf between Europe's conservative financial establishment and the IMF.

In a speech to the conference, Mr Tietmeyer said: "The basic problem of any form of interventionist economic policy [is that] the other players come to expect interventions and anticipate subsequent measures. On balance, it has become clear that an interventionist strategy for managing financial crises can easily lead to a dead end."

Michel Candessus, managing director of the IMF, gave a vigorous defence of the IMF's record: "These [IMF] programmes are hardly bail-outs. Many private investors are taking heavy losses. With stock markets and exchange rates plunging, foreign equity investors have lost nearly three quarters, if not more, of the value of their equity holdings in some markets."

In a thinly disguised counter-offensive he called

on Europe to play a bigger role in the IMF than previously. "Europe must have a greater presence and must take on more responsibility as the biggest shareholder of the IMF," he said.

European countries are the largest shareholders in the IMF, even though the US carries the strongest influence. European monetary officials have signalled that they intend to play up to their joint strength after the start of economic and monetary union among 11 European countries next year.

In a separate session, Michael Mussa, the IMF's economic director, acknowledged the problem of moral hazard, especially in bailouts of large countries, such as Russia.

But he said moral hazard was mostly created by domestic policies in the affected country rather than by IMF programmes.

He said the large capital flows into Mexico and Asia had not been made by investors who expected IMF bail-outs.

Mr Stark, who is about to move from the finance ministry to become deputy president of the Bundesbank, countered that financial assistance to Mexico four years ago had triggered a fall in emerging markets bond spreads, caused in part by financial markets' discrediting future IMF intervention.

Both sides agreed, however, that crisis prevention and management required better statistical information about capital flows, especially about loans with a short maturity, which played an important part in the Asian crisis.

There was also broad agreement to engage private sector bankers directly in the crisis management.

Rand falls after extent of intervention revealed

By Victor Mallet
in Johannesburg

The South African rand came under renewed pressure on foreign exchange markets yesterday - falling to a record low R6.35 against the US dollar - after the Reserve Bank in Pretoria released figures showing that it had intervened last month in the forward market to the tune of more than \$4bn in a vain attempt to protect the currency.

Economists and foreign currency dealers knew the bank had spent billions of

dollars in May, but expressed shock at the new data because they had assumed it had largely given up attempting to defend the currency through intervention in the markets last month.

The Reserve Bank's gross reserves of gold and foreign exchange fell slightly in June, and its use of short-term foreign credit was little changed. But its net oversold position in forward markets rose \$4.6bn to \$22.5bn. It tried to support the rand by buying rand and selling dollars for delivery at

a future date as well as intervening in the spot market.

Since May, the bank's open position has risen by \$3.8bn, and unless the rand stages a strong recovery, it is likely to incur losses equivalent to hundreds of millions of dollars when those forward contracts come due. Confidence among South African businesses fell sharply in the second quarter of the year, largely as a result of the falling rand and higher interest rates, according to figures released yesterday by the independent

Bureau for Economic Research.

Its business confidence index - on a scale from zero to 100, with 100 representing maximum optimism - fell from 36 in the first quarter to 17 in the second, the steepest fall since 1988. "Should instability in the financial markets continue, business confidence could in all probability decline further," the bureau said.

"This in turn could lead to a reduction in inventories and the delay or scrapping of fixed investment projects which will have a serious

adverse impact on economic growth."

There was little respite for the government on the political front either, with the fissures within the tripartite alliance of the African National Congress, the trade union movement and the South African Communist party continuing to deepen.

Yesterday Thabo Mbeki, the deputy president who has already taken over the day-to-day running of the country from Nelson Mandela, lambasted the SAACP for its constant sniping at the

Currencies, Page 25

Years of civil war sap Sudan's youth and stoke army discontent

Michela Wrong reports on an Islamic regime that is regarded as having brought penury, bloodshed and international isolation to Africa's largest nation

When her son was killed in southern Sudan, Zeinab Abu El Gasim refused to mourn. He had died on jihad, she knew, and as a martyr was assured a place in heaven.

But her daughter Amel's reaction was less unquestioning. "The war has been going on and on and people keep dying. Maybe I'm an irresponsible citizen, but if the south wants separation, I say let them go."

As Sudan's civil war enters its 16th year, the cost to the nation's youth is increasingly heavy. More than any other issue, analysts say, the frantic search for new recruits for the front is undermining support for the National Islamic Front (NIF) government.

Once voluntary, joining the military has become obligatory as the threat posed by the rebel Sudan People's Liberation Army (SPLA) has grown. Press-

gangs in public places has been replaced with more sophisticated techniques: graduating from high school, entering university or obtaining documents needed for a job are now impossible without proof of military service.

Last year 80,000 young men were drafted. This year the official target is 250,000, with 650,000 civilian recruits by the year 2000 as the eventual aim.

The phenomenon appeals to the middle classes, who believe their cursorily-trained sons are serving as cannon fodder.

If this carries on, in five years time there will be no one to run the country," says a family patriarch. "The country's cream is being sent to be massacred, like the Jews were sent to the gas chambers."

Those who regard the sacrifice as worthwhile form part of a shrinking minority. Increasingly, young men



Soldiers from the Sudan People's Liberation Army set for battle with government forces

are postponing their degrees, staying at home or waiving scholarships with foreign universities. "It's a form of civil disobedience," says a diplomat. "People keep their sons at home or send them out of the country and don't even feel ashamed of it."

The drain of youth and talent is a measure of the hopelessness that has set in. After nine years at the helm the National Islamic Front is vastly unpopular, regarded as having brought little more than penury, bloodshed and international isolation to Africa's largest nation.

But Hassan al-Turabi, architect of Sudan's Islamic revolution, paints a glowing picture of new roads, schools and clinics, religious tolerance and a vibrant democracy; all values enshrined in a new constitution being put to popular vote.

"Sudan is developing culturally, socially and economically," he said in an interview. "We have a presidential system that is more democratic than in the US, religion is freer than in Europe and our government is free of corruption, something unique in Africa."

The facts scarcely bear out Khartoum residents' complaints about deteriorating social services, crippling taxes, fraudulent elections, a repressive security system that routinely jails its critics and the NIF elite's growing wealth.

But their real bitterness is reserved for the economy, weakened by go-it-alone policies and the West's refusal to help a country accused of sponsoring international terrorism - a boycott that has denied Sudan of \$300-600m yearly assistance.

The central bank governor may claim that GDP growth was close to 6 per cent in 1997 and is targeted for 6-6.5 per cent this year, and that inflation - running at more than 100 per cent last year - has been reduced to 15 per cent.

But his figures, apparently accepted by the International Monetary Fund, trigger laughter from diplomats and ordinary Sudanese, who cite runaway prices and stagnant demand. "These figures are ridiculous," snorts Mohamed Hashim Awad, economics professor at Khartoum University. "I wouldn't be surprised if the

real figure for growth this year is negative."

With dissatisfaction so high, the regime may appear ripe for toppling. But alternatives are few. Since Sadiq Al-Mahdi, head of the Umma party, joined exiled members of the opposition National Democratic Alliance in Eritrea, dissidents have been without a credible rallying point.

Even a national history of military coups, many Sudanese look to the army for rescue. Discontent is rife there too, with army officers unhappy about the decision to appoint a NIF stalwart to the vice-presidency, left vacant when Major General Zubair Mohamed Saleh was killed in a mysterious plane crash.

"In the last year there have been at least five quashed army coup attempts," says one diplomat. "It's not a happy organisation."

But the NIF has spent years preparing for just such a threat. More effectively than any other African regime, it has shored up its position by infiltrating existing

power structures and setting up parallel institutions to shadow their functions.

Hence the formation of the People's Defence Force - fanatical Islamic fighters now reported to outnumber and outequip the army.

Hence also the repeated purges of the professional military. "There are a lot of very good officers now outside the army," says a former officer. "They are sitting there waiting for the right time to jump."

Providing a big distraction for the army, of course, is the civil war. Recent SPLA victories in eastern Blue Nile province have raised fears that the co-ordinated assault

Khartoum believes its regional neighbours are planning is about to be launched.

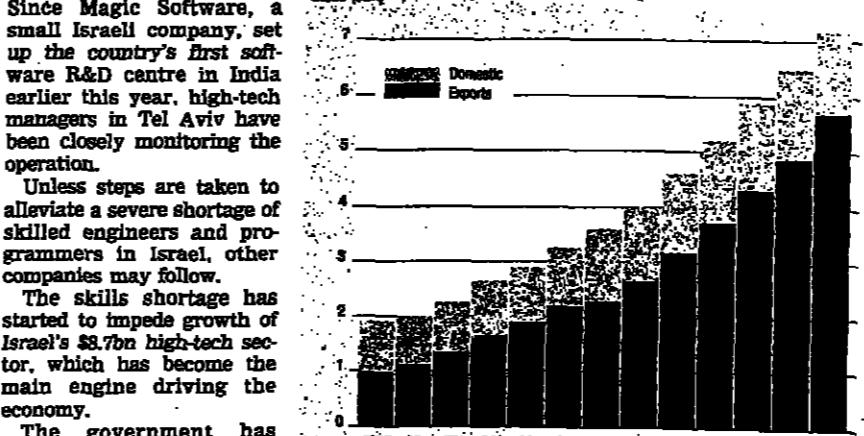
Analysts say a foreign invasion or prospects of a tripartite alliance by a Christian southern rebel force - regarded with suspicion by the Islamic and Arabised north - would probably have the counterproductive effect of uniting the country behind the NIF, however unpopular. "The push must come from within," says a Khartoum resident.

ISRAELI HIGH-TECH INDUSTRY

Shortage of skilled workers holds back key performer

By Avi Machlis in Jerusalem

Israel electronics industry



electronics industry could grow twice as fast if there were enough employees.

The Council for Higher Education, a public body dealing with university budgets, expects 2,280 graduates this year and 2,510 in 1999. The group recently submitted a plan to Benjamin Netanyahu, prime minister, to eradicate the shortage by 2000 and double the high-tech workforce by 2003. However, since technology workers must train on-the-job for about two years, many companies may not reach full capacity until 2002.

"During the interim period, the government must give permits to foreign workers," said Yaakov Shaham, vice-president of marketing for Formula Systems, an Israeli software group. "But because the industry is divided, we cannot lobby effectively."

Indeed, some software leaders object to importing labour. "Our biggest asset is ingenuity," said Amiran Shore, president of the Israel Software Association. "If we bring in workers from abroad, we will transfer ingenuity to potential competitors."

The industry's lack of a coherent strategy may explain why Yaakov Neeman, Israel's finance minister, dismissed a request by electronics companies for 2,000 work permits for foreign workers as "absurd" - even though more than 100,000 foreigners legally work in other sectors.

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ASIA-PACIFIC

US weighs up Clinton impact on China

By Stephen Fisher in Beijing, China

As President Bill Clinton left mainland China yesterday for Hong Kong, US administration officials were making their initial assessments about the achievements of his trip.

Mr Clinton needed a success, not least to quieten his critics at home – and, at a first reading, he has exceeded most expectations.

But US officials agree that a final analysis is a long way off. By allowing Mr Clinton to speak uncensored on four occasions to large audiences on Chinese television and radio, the Chinese government offered tantalising glimpses of prospects of greater political openness. But it remains to be seen whether they will crystallise.

Moreover, in what US officials said was a very significant statement, China has said it will "actively study joining" the Missile Technology Control Regime. While the US believes this is a genuine first step towards joining the accord, there is room for disappointment.

A senior administration official said from the US point of view there were "three big-ticket items" at stake at the visit: human rights, arms control and co-operation on regional security and financial issues.

However, at no time did the administration expect concessions to emerge during Mr Clinton's visit. "We'll have to see what will happen," he said.

US officials are still estimating the effect that Mr Clinton's public appearances – including a surprise debate carried live on television with President Jiang Zemin – will have within China.

They do not know why Mr

Clinton needed a success, not least to quieten his critics at home – and, at a first reading, he has exceeded most expectations.

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Jiang gave the go-ahead to televise. But they speculate that Mr Jiang wished to ensure a successful summit by allowing Mr Clinton a public platform for his views within China and Mr Jiang might have felt his own prestige enhanced by debating the Chinese view with Mr Clinton before the Chinese people and the world.

Most intriguing of all, it is possible Mr Jiang was using Mr Clinton to present views never before heard in public in China on the violence in 1989, as a subtle prelude to a shift in the official Chinese stance on the issue.

On arms control issues, a series of agreements by China on non-proliferation and export controls, including the symbolic de-targeting of each other's nuclear warheads, continues a trend.

"We have succeeded over the last three to four years in bringing China into global non-proliferation obligations" over a variety of issues, the official said.

The most difficult subject remains Taiwan.

US officials reckon that Beijing is nervous about the prospects for the Taiwan election in 2000 which could bring the pro-independence Democratic Progressive party to power.

However, they appear satisfied for now with preserving the status quo, which though potentially unstable, has seen Taiwan become a thriving economy and democracy and an important trading partner with the US, has allowed China-US relations to improve – and relations between China and Taiwan to become closer,

particularly in the economic sphere.

The greatest worry, according to the US official, is the Asian financial crisis.

This has the capacity to damage China's economic growth prospects severely,

which would intensify the economic dislocations –

including growing unemployment – already under way in the restructuring of China's state-owned enterprises.

US officials said they heard last weekend in the strongest terms yet that China does not see it in its interests to devalue its currency, a move that could set off a spiral of competitive devaluations elsewhere.

The senior administration official said that during the meetings at the weekend Mr

Indonesia protest bill draws criticism

By Sander Thoenes in Jakarta

A draft law on freedom of expression came under attack in Indonesia yesterday from civil rights activists who said it was designed to put a lid on a wave of public protests.

The draft bill, reportedly initiated by the military, would require government permission for gatherings of more than 100 people and ban protests near the state palace, military agencies or places of worship. Marching routes, locations and organisers' addresses would have to be submitted in advance. Smaller protests merely need to be reported in advance.

Indonesian civil rights activists urged the military to demand only advance notice for any protests, rather than permits. They said the new draft still reflected the ideology of former President Suharto and said "freedom of expression" in its title was a misnomer.

Outside, insufficient transport resulted in long queues for rides to the capital while those who drove had to grapple with a faulty automatic parking pay system.

Malaysia delayed its launch for several months but opposition leaders said the government's eagerness to move ahead this week, without thoroughly testing the system, to beat the opening of Hong Kong's new airport. They said Malaysia should have waited until the system was working properly.

The transport minister, Ling Liang Sit, said yesterday that communication lines for the complex computer system orchestrating flight information, check-in and luggage were not installed properly and that difficulties would continue.

Flights were delayed for hours, some aircraft were forced to circle for up to an hour before landing, others departed without food and all the while passengers waited for their luggage.

Staff had difficulties communicating information on the amount of fuel required by aircraft, their assigned bay numbers and passenger lists.

These are bold forecasts. But they are justified in part by Hong Kong's location. As the government points out, more than half the world's population lives less than five hours' flight away.

When Asia recovers, that suggests the airport's heroic spaces will surely be bustling. But for the foreseeable future, Asia's revival, not tardy aircraft, is likely to create the frustrating delays at CLX.

The wave of protests hasirked the military, who signalled a tougher line last week by blocking a march of labour activists and posting troops across the capital. Police wounded more than a dozen workers who protested in the city of Bekasi earlier this week.

The army has been more tolerant of student demonstrations than of labour protests, which have become more frequent recently as workers demand higher wages to keep up with inflation of more than 50 per cent so far this year.

Hong Kong's 'heroic' airport ambitions see lift-off into cloudy skies

John Riddings reports CLK should secure the territories role as a service hub

It is a long and inspiring view along the terminal of Hong Kong's new airport building, officially opened yesterday by China's President Jiang Zemin. To the left lie green hills, to the right the seas from which 2,000 acres were clawed back for the project site. Above is a 45-acre roof, covering an area larger than all four of Heathrow's terminals combined.

"The spaces are of heroic scale," says Sir Norman Foster, whose company led the design of Chek Lap Kok (CLK) airport. Underlining the logistical and engineering feats involved, he adds: "I can't think of anywhere else that would take a major international airport, close it down and open another the next day on land which had to be created."

Few question the magnitude of Hong Kong's achievement in building the world's largest airport on what, just six years ago, was a tiny island. But as CLK gets down to business, the more important issue is the economic impact of the project and its success in securing the territory's role as the region's services and transport centre.

With recession looming and the region slipping further into decline, the timing



Tung Chee-hwa, Hong Kong chief executive, speaks at yesterday's opening of Chek Lap Kok airport AP

is hardly auspicious. Tourists have stampeded from Hong Kong under the impact of Asia's financial crisis. Business executives are staying home. That means less revenue flowing through the airport and its shopping mall, one of the biggest in the territory.

These problems are not the fault of CLK. But economic pressures have raised concerns about the airport's high costs. With a bill of about HK\$70bn (US\$9bn), not including the suspension bridges, new railways and urban development, the airport requires higher charges to pay its way. The fee for a

four-hour turnaround for a Boeing 747 is about HK\$44,000, compared with about HK\$33,000 at Kai Tak. The new charges are much less than first feared by airlines. But they will add to the pressures they face and weigh in decisions on where to route their services.

Freight handling charges are also set to rise, by up to 30 per cent, as will the price of travel to the airport. The taxi journey is estimated to cost HK\$350 from downtown central, more than double the price to Kai Tak. The fare on the new Airport Express train, however, has

been temporarily cut from HK\$100 to HK\$70.

Higher costs and the impact of recession could deal a short-term blow to tourism and retail. The bigger risk is that regional rivals from Singapore to Shenzhen and the new airport in neighbouring Macao will seize a share of Asia's aviation market from Hong Kong. "When times are this hard it is difficult to justify any cost premium," says a director of one regional cargo company.

But for most in the industry, the longer-term logic of the new airport outweighs the risk of short-term set-

backs. There have been no defections, says the Airport Authority, while some companies, such as Federal Express, are planning to increase the number of routes they operate through Hong Kong.

Costs will be curbed by greater efficiency and increased competition, according to airport operators. The Kai Tak monopolies of a single cargo handler and a maintenance provider will give way to competition. Federal Express, for instance, will join a consortium of Singaporean, Hong Kong and mainland companies to challenge the traditional dominance of HACTL, Asia's biggest cargo handler.

While the landing charges are higher, the airport authority says the new fees are still about the same as in Singapore and rank just 13th out of the top 20 international airports. HACTL says its 30 per cent increase in cargo handling charges partly reflects a freeze in prices since 1992 and adds that these costs represent less than 1 per cent of total freight shipping costs.

Costs should also be spread over higher volumes – a consideration which lies at the centre of the case for CLK and its aspirations.

With its crowded runways and restrictions on night flights, Kai Tak was stuck in

a bottleneck. Freight handling capacity at CLK will be 3m tonnes a year at first, double the volume handled last year.

The new airport will be able to cope with 35m passengers a year, about 15 per cent more than Kai Tak. By 2040, operators are forecasting annual traffic of 87m passengers, twice the current combined capacity of Heathrow and New York's JFK airport.

These are bold forecasts. But they are justified in part by Hong Kong's location. As the government points out, more than half the world's population lives less than five hours' flight away. When Asia recovers, that suggests the airport's heroic spaces will surely be bustling. But for the foreseeable future, Asia's revival, not tardy aircraft, is likely to create the frustrating delays at CLK.

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NOTICE OF MEETING

Dear Shareholder,
We have the pleasure of inviting you to attend the Annual General Meeting of shareholders, which will be held on July 23, 1998 at 11.30 a.m. at the registered office at 47, Boulevard Royal, L-2449 Luxembourg, with the following agenda:
AGENDA:
1. Presentation of the reports of the Board of Directors and of the Auditor.
2. Approval of the balance sheet, profit and loss account as of March 31, 1998 and the allocation of the net profits.
3. Decharge to be granted to the Directors for the financial year ended March 31, 1998.
4. Resolution on nomination for the election of Andrew C. Baker, Etienne van Campenhout, Jacques Evrard and Thomas W. Symott as Directors or Vice Waterhouse as Auditors for the ensuing year.
5. Any other business which may be properly brought before the meeting.
The meeting will be open to shareholders who are entitled to vote. A shareholder may act at any Meeting by proxy.
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India claims loans 'rebuff' N-test critics

By Mark Nicholson in New Delhi and Mark Szman in Washington

India has welcomed a second batch of World Bank loan approvals within a week as a "rebuff" to those believing post-nuclear test sanctions would harm the Indian economy.

The Bank's board on Tuesday approved a total of \$506.4m in fresh lending for poverty, nutrition, health and rural development projects, following last week's endorsement of a \$543.2m loan to support similarly "poverty focused" programmes in Andhra Pradesh state.

Indian officials hailed the lending as vindicating their view that economic sanctions imposed by some countries in condemnation of India's nuclear tests – which include US and Japanese undertakings to vote against all but "humanitarian" lending from international agencies – would have "no impact whatsoever" on this year's budgetary forecasts.

"This is a rebuff to those who've been claiming that we'll be severely hit by the sanctions," Yashwant Sinha, finance minister, told the Economic Times newspaper.

However, diplomats said the loan approvals were consistent with previously stated policy by the Group of Eight leading industrial nations to allow humanitarian aid to India and Pakistan. Broader sanctions are still in place against both countries following their decision to set off nuclear bomb blasts.

They said the loans should "in no way" be interpreted as a change in the official position on sanctions. Other officials also pointed to the fact that nearly \$1bn in other loans for several energy and transport projects that had been scheduled for consideration by the

World Bank board have been indefinitely postponed as a result of the sanctions.

The World Bank confirmed there were no serious disputes about the newly approved loans. "There was broad consensus that these payments are poverty-focused and meet basic human needs," a spokesman said.

The bank's loan package included a \$300m credit for a national programme for child health and nutrition, a \$76.4m loan also for health and nutrition in Orissa state, and a \$130m package to support agricultural reforms in Uttar Pradesh state.

The Japanese ambassador to India said yesterday the cloud of sanctions over India was unlikely to clear soon because of New Delhi's rigid stand on its right to nuclear weapons capability.

"I suspect the clouds may not clear up soon," Hiroshi Hirabayashi told business leaders in the Indian capital.

The Indian government is maintaining a rigid stance, making it uncertain when sanctions by various countries could be lifted.

Mr Hirabayashi said that while the Indian government had expressed its confidence in facing up to sanctions, the impact of the tests had cast a shadow on the domestic stock and currency markets.

"It is a rare glimpse into its traditionally secretive military mindset with publication of its first White Paper on defence," the 33-page document, "Vietnam – Consolidating National Defence, Safeguarding the Homeland" was thin on specifics and devoid of statistics but stressed the military's subservience to the ruling Communist party.

"For Vietnam, the most fundamental principle is to ensure and strengthen the absolute, direct and overall leadership of the Communist party of Vietnam over the People's Armed Forces," the paper said.

The White Paper will be presented to a ministerial conference of the Association of South East Asian Nations (ASEAN) in Manila this month in a bid to bolster security dialogue, a military analyst said. Reuters, Hanoi

NORTH KOREAN SUBMARINE

Bodies to be sent home

The UN Command and South Korea yesterday agreed to repatriate the remains of nine North Koreans found dead in a northern submarine captured last week in southern waters.

The UN said it presented the results of its investigation to the North Koreans, concluding that the crew of the North Korean submarine had committed suicide.

Kim Dae-jung, the South Korean president, said earlier this week the 70-tonne "Yugo-class" submarine, discovered fountaining at sea entangled in fishing nets on June 22 had violated the armistice which ended hostilities in the 1950-53 Korean war. Mr Kim, however, has sought to play down the incident as part of his "sunshine" policy toward the North. Reuters, Seoul

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Indonesia
protest
will draw
criticism

THE AMERICAS

NAZI GOLD NEW YORK STATE AND NEW YORK CITY COMPTROLLERS PLAN ACTION FROM SEPTEMBER TO SPEED UP SETTLEMENT

Swiss banks face phased US sanctions

By John Authers in New York and William Hall in Zurich

The comptrollers of New York state and New York city yesterday announced a phased package of sanctions against Swiss banks and other Swiss companies. They believe the measures will help to speed an international settlement over the issue of gold looted by the Nazis which passed through the Swiss financial system.

No sanctions will start until September, providing a two-month period in which local politicians hope the different sides can hammer out a settlement.

They made clear their dispute was not just with UBS and Credit Suisse, the two Swiss banks which have been sued by holocaust survivors in New York, but with the Swiss government for refusing to become a party to negotiations.

They raised the possibility that their pension funds might sell shares in all Swiss companies if a settlement has not been reached by July next year.

Alan Hevesi, comptroller of New York city, said the programme of sanctions was "a last resort forced upon us by the continuing failure of the Swiss government to participate in the negotiations or even support an agreement". He described the actions as prudent and responsible.

Carl McCall, the comptrol-



Watching brief: Members of the monitoring committee, from left) Matt Fong, Alan Hevesi, Barbara Hafer and Carl McCall

on investment into Swiss "Yankee" dollar-denominated certificates.

Swiss bank shares, which have been nudging their all-time highs, fell back slightly yesterday. UBS closed SFr11 lower at SFr579 (\$388.50), while Credit Suisse ended SFr4.5 down at SFr350.

Analysts believe the banking business of the various US states threatening sanctions is of only marginal importance to the profitability of UBS and Credit Suisse. Madeleine Hofmann, of Credit Suisse First Boston, said that many of the transactions involved were "business they would want to exit anyway". But if US investors decided to sell Swiss bank shares then this would have a much bigger impact on Swiss banks.

The Swiss are conscious the US authorities have a history of blocking assets of sovereign countries. In 1979 President Carter froze \$12bn of Iranian assets after the sacking of the US embassy in Iran. It took years to untangle this.

While the New York politicians have attempted to take a lead on this issue, local politicians in several other states have proposed sanctions, and only agreed to suspend them while the talks to reach a settlement moved ahead.

Matt Fong, treasurer of California, which has the largest public sector pension schemes in the US, had already announced his funds would impose a moratorium

on July 1 next year, they will consider "divestment by the pension funds in all Swiss firms". The state pension scheme currently has holdings in Swiss companies with a market value of \$416m.

On November 15, Mr McCall and Mr Hevesi will recommend to the pension systems they cancel all existing investment management contracts with Swiss companies. Mr McCall is the sole trustee of the New York state pension system, which manages over \$100bn. Credit Suisse First Boston manager \$740m for the central retirement fund.

Also on January 1, they will ask New York's state legislature to introduce selective purchasing laws respecting all Swiss companies, not only those involved in financial services, which do business in the state.

through Swiss Bank Corporation, which has since merged with UBS.

They cannot wait any longer. We will do whatever is necessary to bring a prompt resolution."

The action is due to take effect in several stages:

• On September 1, they will bar overnight investments with Swiss banks (at present the New York pension funds hold \$150m in UBS commercial paper, and \$71m through Swiss Bank Corporation). They will also be barred from underwriting new letters of credit arrangements, while all Swiss investment firms and banks will be barred from underwriting or

supporting new variable rate debt transactions. The fees pension funds are paying for letters of credit this year come to \$750,000.

• On November 15, Mr McCall and Mr Hevesi will recommend to the pension systems they cancel all existing investment management contracts. They will also bar existing investment managers from doing any trades through Swiss brokers.

Last year the state pension schemes paid Credit Suisse First Boston \$268,000 in sales credits. It also car-

ried out \$430m in securities lending through Credit Suisse, and \$426m in lending

NEWS DIGEST

ATTEMPT TO RESOLVE LITIGATION

Mediator offers breast implant compromise

A long-running battle to resolve multi-billion dollar breast implant litigation could be settled in the US next week if Dow Coming and lawyers representing claimants agree a deal proposed by Francis McGovern, a federal mediator trying to negotiate a settlement acceptable to both sides. Mr McGovern said this week he had submitted a "take it or leave it" proposal and given the parties until Tuesday to accept it.

If they do, it will open the way for Dow Coming to draw up a new settlement and submit it to a vote by the 177,000 women in the US and worldwide who have made breast implant claims against the company. If the deal is accepted by women accounting for two-thirds of the sums that would be paid out to meet claims, it will form part of a reorganisation plan allowing Dow Coming to emerge from bankruptcy.

Dow Coming, a joint venture between Dow Chemical and Coming, went into chapter 11 bankruptcy protection in May 1995 after being hit by a wave of lawsuits relating to silicone breast implants supplied by the company before it stopped making them in 1992. Richard Tomkins, New York

SOCIAL SECURITY

Brazil reform bill on hold

The government of Brazil has been forced to abandon its controversial social security reform bill until after the October general elections, following its failure to approve the final amendments to the legislation.

The bill, which economists believe is crucial to government efforts to cut its large budget deficit, will not be approved at least November, assuming the government of Fernando Henrique Cardoso, Brazil's president, wins re-election.

With many members of congress already campaigning for the October elections, the government was unable to secure sufficient numbers of supporters in the lower house to guarantee success in the two remaining votes.

The reform, which seeks to establish a minimum retirement age and reduce generous civil service pensions, was first presented to congress over three years ago, but has faced persistent opposition and delays. Geoff Dyer, São Paulo

PRESIDENTIAL ELECTION RUN-OFF

Ecuador subsidy reinstated

Following a wave of popular protest led by Ecuador's two presidential election candidates, the government of President Fabian Alarcon yesterday reinstated the gas subsidy withdrawn only last week.

Gas prices rose fourfold to 20,000 sucres or \$3.80 for a 15kg cylinder used by most Ecuadoreans for cooking, after the subsidy was cut. But with presidential elections on July 12 the two candidates - Jamil Mahuad, Quito's mayor and Alvaro Noboa, the populist businessman - campaigned heavily against the measure. "There was no sense in my insisting on this action if it was going to be without effect in 40 days' time," said Mr Alarcon, who leaves office on August 10. Analysts had welcomed withdrawal of the subsidy as part of a long overdue overhaul of public spending.

It would have cut \$50m this year from a fiscal deficit expected to be \$1.2bn or 5.6 per cent of gross domestic product. Justine Newsome, Quito

US unemployment up as job growth cools

By Gerard Baker in Washington

US unemployment edged up last month as the recent frenetic pace of job growth slowed in response to the widening impact of the Asian financial crisis.

The jobless rate rose to a seasonally adjusted 4.5 per cent in June from 4.3 per cent in May, the Labour Department reported yesterday. Overall the economy created 205,000 jobs last month, but, as has been the

case for most of this year, the increase masked a wide and growing gap between the manufacturing and service sectors.

Manufacturing employment fell for the third consecutive month, by 29,000 jobs, but service jobs were up by 215,000. There is now little question that manufacturing activity has slowed to a crawl over the spring and early summer, largely as a result of the Asian crisis which has depressed exports

and encouraged imports.

But the domestically driven services sector remains in robust shape, helped by continuing strong consumer demand. Services employment has risen by more than 1.3m since the start of the year.

How this tension between the traded and non-traded sectors plays out over the next six months will be crucial to overall US economic prospects and to the Federal Reserve's policy judgment of

domestic inflationary pressures.

In spite of the continuing job growth, wage increases remain relatively modest. Yesterday's report said average hourly earnings increased 4.1 per cent in the year to June. Earnings have been accelerating steadily for the last two years, but the latest data are hardly sufficient to support fears of a generalised surge in wage pressures as a result of the tight labour market.

Commenting on the figures, Katherine Abraham, commissioner of the Labour Department's bureau of labour statistics, said the unemployment rate was "still quite low by recent historical standards".

The figures also showed a sharp divergence between the private and public sectors. Government jobs declined by 33,000 last month, mostly in education, while private sector employment grew by 238,000.

The figures do not show the effects of the strike at General Motors, which has idled at least 160,000 workers, as industrial action began after the monthly survey was under way.

Separately, the Commerce Department reported new orders for manufactured goods dropped by a seasonally adjusted 1.6 per cent in May, the first decline since February and a further indication of the slowdown in the manufacturing sector.

Public offer of exchange

Fortis AG

For all shares that it has not previously acquired in

Générale de Banque / Générale Bank

Result of the public offer of exchange

At the closing of the public offer of exchange on 26 June 1998, 9,668,682 Générale de Banque/Générale Bank shares have been contributed to the offer. The participation of the Fortis Group in the share capital of Générale de Banque/Générale Bank amounts to a total of 17,118,749 shares, representing 54.1% of the existing capital.

The delivery of the securities to the shareholders of Générale de Banque/Générale Bank pursuant to the public offer of exchange that was closed on 26 June 1998, as well as the payment of the cash amounts, will take place on 6 July 1998.

Re-opening of the public offer of exchange

The public offer of exchange will be re-opened from 6 July 1998 till 27 July 1998 inclusive, at the same conditions as the offer closed on 26 June 1998.

Terms of exchange

- The shareholders of Générale de Banque/Générale Bank will receive:
 - 7 Fortis AG shares, with VVPR strips (coupon n° 12 attached, entitled to dividends as of 1 January 1998) of which the issue has been decided by the Extraordinary General Shareholders Meeting of Fortis AG on 5 June 1998, in exchange for 3 Générale de Banque/Générale Bank shares (coupons n° 9 to 30 attached);
 - plus
 - a cash amount of BEF 2,715 for each Générale de Banque/Générale Bank share contributed in line with the offer;
 - the cash amount paid to the shareholders of Générale de Banque/Générale Bank who responded to the offer that was closed on 26 June 1998, as a result of the cash guarantee, amounting to BEF 1,200 for each newly delivered Fortis AG share, and
 - one Contingent Value Right (CVR) with each Fortis AG share delivered. Each CVR entitles its beneficiary to receive a cash payment up to a maximum of BEF 500, during the exercise period from 6 July 2001 till 20 July 2001 inclusive, equal to BEF 13,500 minus the average daily closing price of the Fortis AG share during the period from 1 June 2001 to 30 June 2001 inclusive, provided that the difference is a positive amount. Any CVR not exercised before 21 July 2001 will lose its value.

Fortis AG will request the listing of these certificates on the Brussels Stock Exchange.

The delivery of the securities to the shareholders of Générale de Banque/Générale Bank pursuant to the re-opening of the public offer of exchange, as well as the payment of the cash amounts, will take place on 7 August 1998.

Prospectus

The prospectus of the transaction, containing the acceptance form, is available at the counters of the following financial institutions:

in Belgium: ASLK-CGER-Bank, Générale de Banque/Générale Bank, Banque Bruxelles Lambert/Bank Brussel Lambert, Crédit Communal de Belgique/Gemeyntekrediet van België, KBC Bank, Petercam in the Netherlands: Générale Bank Nederland, MeesPierson N.V., VSB Bank in Luxembourg: Banque Générale du Luxembourg, Fortis Bank Luxembourg in France: Banque Parisienne de Crédit, Banque Régionale du Nord

Request for delisting

In the coming days, Fortis AG will request the delisting of the Générale de Banque/Générale Bank shares at the Stock Exchanges of Brussels, Amsterdam, Paris and Luxembourg, as well as at the SEAQ International in London. Fortis AG will also request the delisting of the VVPR strips that are subject to a separate listing on the Stock Exchanges of Brussels and Luxembourg.

Fortis AG, public company incorporated with limited liability
Boulevard Emile Jacqmain 53
1000 Brussels
Belgium
R.C.: Brus. 1811

FORTIS

Solid partners. Flexible solutions

BRITAIN

STERLING AND INDUSTRY VAUXHALL CHAIRMAN UPBEAT AS COMPANY PLANS TO MEET DEMAND FOR ASTRA CAR

GM to expand output and jobs

By John Griffiths in London

Rising demand throughout Europe for General Motors' new Astra car is to lead to big expansion at the company's Vauxhall factory at Ellesmere Port in north-west England.

About 850 extra workers will be required in the next few months for a third shift at the plant. A further 160 will supplement labour on the two existing shifts. The extra jobs will raise the workforce at the plant to 5,200.

The decision to go to a third shift comes far earlier than expected. "We believed that in the long term there

could be the capability for Ellesmere Port to go to a third shift," said Nick Reilly, Vauxhall chairman. "But there were no plans to do so until very recently."

The move comes despite the continuing strength of sterling and renewed warnings by much of UK industry about the threat it poses to manufacturing competitiveness. "We do expect the pound to weaken a bit, but not by much, and we have taken the decision to go ahead while recognising this fact," said Mr Reilly.

Chief trade minister Margaret Beckett said: "This announcement further reinforces the UK's place as

the number one location for inward investment in Europe."

The increase is the latest of several expansionary moves in the UK motor industry. Less than a month ago, Honda announced that it is to introduce a third model at its factory in south-west England.

Vauxhall's third shift will increase capacity at Ellesmere Port, which is to build van and saloon versions of the Astra as well as the current hatchback already in production, to 180,000 vehicles a year from the current 140,000 on two shifts.

Mr Reilly said yesterday that the additional 40,000

vehicles would require extra investment in plants and facilities of only £5m (£8.35m). The factory is to be the sole source of supply for Astra vans and will contribute to total European Astra production of more than 500,000 units a year. Astras are also being built in Germany and Belgium.

Vauxhall has already invested £200m in the Astra at Ellesmere Port. The latest decision to expand output should provide a further morale boost to Vauxhall's workforce in southern England where workers build the larger Vectra model. They were told recently that they could be

assured of building the current Vectra's replacement as a result of signing a new working practices and productivity agreement.

Mr Reilly said that additional output at Ellesmere Port should encourage UK components makers to step up efforts to secure their business with Vauxhall, after recent strong warnings from senior purchasing executives that the productivity of many UK suppliers must improve sharply.

They otherwise risk losing a sizeable slice of the £1bn Vauxhall and GM spend with UK suppliers each year, said John Gildea, director of supply.

NORTHERN IRELAND NEW VIOLENCE FEARS

Blair flies in to help avert confrontation

By John Murray Brown
In Belfast

Tony Blair, the UK prime minister, flew into Northern Ireland last night, joining local politicians and churchmen in an intense diplomatic effort to defuse a looming confrontation over the proposed re-routing of this weekend's traditional parade by the Protestant Orange Order at Drumcree.

As plans were being finalised for a major security operation to prevent a potentially violent stand-off between police and Orangemen, Mr Blair held crisis talks with David Trimble, the newly appointed first minister of the Northern Ireland assembly and Seamus Mallon, his nationalist deputy, to explore the possibility of a last-minute compromise which would allow the march to go ahead.

However the prime minister's London office played down suggestions of a compromise deal being imminent. Security officials said that, short of a last-minute agreement between Orangemen and local nationalist residents, they were determined to implement the independent Parades Commission's ruling. The commission ruled on Monday that the Portadown Orange Lodge be barred from parading down the mainly Roman Catholic Garvaghy Road — scene of violent clashes for the last two years.

Mr Blair's visit came as church leaders joined to condemn the overnight fire-bomb attacks on 10 Roman Catholic churches, which police blamed on dissident

"loyalists" seeking to inflame sectarian tensions ahead of Sunday's disputed march.

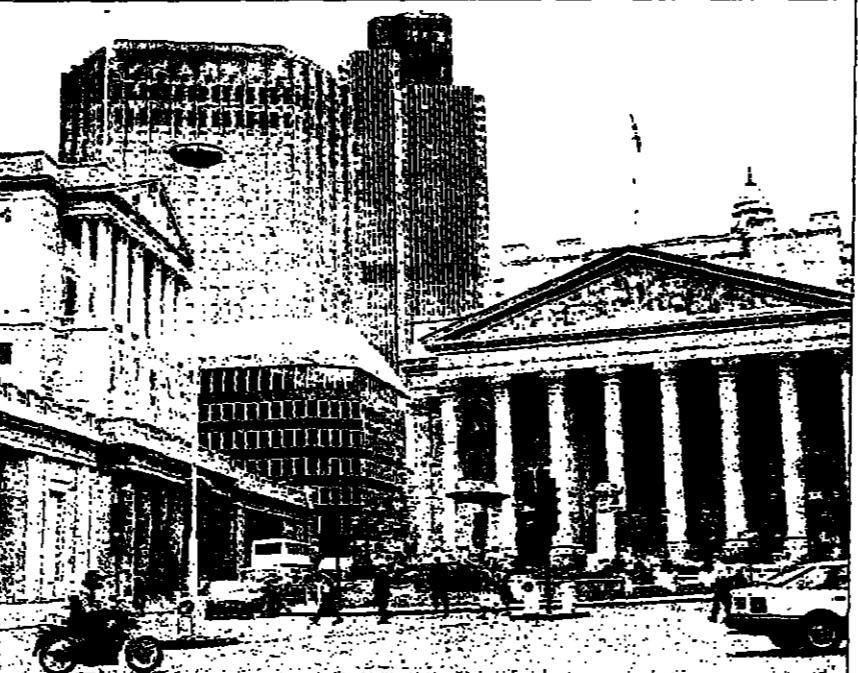
On arriving from London, Mr Blair went straight to the small church of St James's, one of 10 attacked during the night. The violent anti-nationalist paramilitary group the Loyalist Volunteer Force was thought to be responsible.

"This is the past in Northern Ireland and we are trying to give people a future," said Mr Blair. After walking around the wrecked 200-year-old chapel with Mo Mowlam, chief Northern Ireland minister in the UK government, and parish priest Father John O'Sullivan, the prime minister pledged that it would be rebuilt and that extremists "would not win".

The police and British army are preparing to close approach roads to the Portadown area to prevent a repeat of the 1996 stand-off when thousands of Orangemen massed at Drumcree — eventually forcing the region's police force to reverse its decision and force through the parade.

"We will be sealing the area like an oyster so that Orange protesters just won't be able to reach the area," said a senior security official. Supporters of the Portadown Orangemen are expected to attempt to stretch police resources by staging protests across Northern Ireland.

Officials of the government of the Republic of Ireland said there was little sign of an accommodation between local Orangemen and the residents.



A long-forgotten painting shows how part of the heart of the City of London has survived over the past 110 years while its background architecture has changed dramatically, Antony Thorne writes. The view of the Bank of England and the Royal Exchange (top), painted in 1887 by William Logsdail, is regarded as his masterpiece. Found in a recent valuation of the owner's family's property, it has been sold for £483,000 (\$805,000) at a south-west England auctioneers. The price, over double the estimate, was the highest paid for a work of art outside London. The buyer was an anonymous private collector.

Emu supporter hits at European Central Bank

By Robert Chote,
Economics Editor

The European Central Bank's lack of openness, transparency and accountability could undermine the viability of the looming single currency, according to Professor Willem Buiter of the monetary policy committee of the Bank of England, the UK central bank.

Prof Buiter, an economics professor at Cambridge University, who is a supporter of monetary union and British participation in it, warned that, while the institutional framework for monetary policy in Britain was far from perfect, it was much better than that of the ECB.

Prof Buiter was speaking at a meeting organised by the Centre for Economic Policy Research and Morgan Stanley Dean Witter.

Prof Buiter criticised the ECB's plan not to publish the minutes of its policy-making meetings for 17 years, arguing that central bank independence could not survive without openness and transparency. He also argued that the way in which ECB council members vote should be made public.

The success of monetary union would also be threatened if countries backed off structural reform, Prof Buiter said. "There are signs of post-Maastricht fatigue syndrome in a number of countries."

But he added that it was

London 'Tube' in pre-privatisation split

By Charles Batchelor,
Transport Correspondent

London Underground, the state-owned operator of the underground railway network in the capital — the "Tube" — is to split itself into two separate train operating and infrastructure companies in preparation for partial privatisation in 2000.

Managers will spend the next few months preparing the network to begin "shadow running" to gain experience of the split. Train operations will remain in the public sector while infrastructure will go to private companies.

Some of the companies interested in taking over part of the infrastructure say that the surveys which will be required of the railway's extensive underground infrastructure and the selection of the winning bidder or bidders will take until 2001.

They are concerned that the government and London Underground have not yet even decided on whether

operators. News of the moves came amid growing concern that the April 2000 deadline for restructuring the network, set by the government three months ago, will not be met.

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part of the infrastructure say that the surveys which will be required of the railway's extensive underground infrastructure and the selection of the winning bidder or bidders will take until 2001.

They are concerned that the government and London Underground have not yet even decided on whether

infrastructure is to be split into one, two or three concessions. The government hopes to meet the railway's funding shortage by letting 20 to 30-year concessions to private sector companies which would be expected to invest £7bn (\$11.7bn) over the first 15 years.

John Prescott, deputy prime minister and chief transport minister, is known to favour a single concession, as are many Underground managers. But the Treasury wants to break up the network to create greater competition.

If bidders are forced to

carry out their own individual investigations of the network and its finances, the unsuccessful ones would demand that the government met their costs, said one.

One proposal for an independent survey, details of which would be provided to all bidders.

Bidders are also concerned over a suggestion from Denis Tunnicliffe, chief executive of London Transport, which oversees the Underground, that the lengthy investigation could be avoided by giving the shadow infrastructure company, or companies, a ready-made contract to

Workplace whistleblowers to find law on their side

Tough legislation to protect outspoken employees from victimisation has been given final assent, Andrew Bolger reports

Employees who speak up about crime, fraud or unsafe practices in their workplace will soon be protected by the strongest "whistleblower" protection legislation in the world.

The business leaders backing the study range from Sir Alastair Rankin, chairman of General Accident, and John Robins, chief executive of Guardian Royal Exchange, to Ian Hanford, chairman of the Federation of Small Businesses. It will also be supported by Francis Maude, the opposition Conservative party's shadow chancellor of the exchequer, who yesterday strongly attacked claims that the City of London would suffer if sterling stayed out of the single currency.

The bill will protect workers from being dismissed or penalised for disclosing information they reasonably believe exposes financial malpractice, miscarriages of justice, dangers to health and safety, abuse in care, breaches of the civil service

code, risks to the environment and cover-ups.

Unless the whistleblower reasonably believed that he or she would be victimised, the concern must have been raised first with the employer or a prescribed regulator.

This requirement will not apply if the matter is exceptionally serious, nor will it apply where there is no regulator and the whistleblower reasonably believed there would be a cover-up.

Tom Devine, legal director of the Government Accountability Project, a US whistleblower campaign, said the UK legislation was a "landmark first step". He said the British bill was stronger than US legislation in three

key areas: its application across all sectors; coverage of malpractice overseas; and controls on gagging clauses.

The bill is largely the work of Public Concern at Work, an independent charity whose founders include Lord Sornie, a former director-general of the Office of Fair Trading.

He told the House of Lords, the unelected upper chamber of parliament, that official reports in recent years into a number of cases had revealed that staff were "well aware of the risk of serious physical or financial harm but that they were either too scared to raise their concern or that they did so in the wrong way or with the wrong person."

"It will reassure them that if they act reasonably to protect the legitimate interests of others, the law will not stand idly by should they be victimised," he said.

If whistleblowers are victimised they will be able to claim compensation at an industrial tribunal. Awards will be uncapped and based on the loss suffered.

When whistleblowers are sacked unfairly and the tri-

NEWS DIGEST

PENSIONS MIS-SELLING

Insurance firm doubles compensation estimate

The Prudential more than doubled its estimated bill for compensating victims of pensions mis-selling from £450m (\$751m) to £1.1bn yesterday but rejected accusations that its policyholders were being forced to meet the cost. The increase came as Sir Peter Davis, the insurer's chief executive, faced two hours of tough interrogation by the Treasury committee of the House of Commons investigating the mis-selling scandal.

The MPs were particularly incensed by the fact that Mick Newmarch, Sir Peter's predecessor, offered the committee "total reassurance" in 1994 that the Prudential had not been guilty of mis-selling. In fact, the insurer is the worst offender in the pensions industry in terms of the number of people affected. It has already had to review the cases of more than 70,000. The Prudential denied that it would use policyholders' funds to pay the bill. Jean Eaglesham, London Lex, Page 21

LONDON THEATRE

Trust saves Old Vic for drama

The Old Vic, one of London's most famous theatres, has been saved for drama by a charitable trust chaired by Alex Bernstein, the former chairman of Granada, which has bought it for £3.5m (\$5.8m).

There were fears that the Old Vic — which was put up for sale by Ed and David Mirvish, its Canadian owners, last year — would be exploited as a populist entertainment venue.

David Mirvish said yesterday he had accepted a lower price than the £7m sought for the complex because he wanted the Old Vic to remain a theatre that presented serious works.

During the 16 years the Mirvishes owned the Old Vic, the theatre put on 80 productions, mainly classical works and new drama. It became a rival to the nearby Royal National Theatre, which had been based at the Old Vic before its south bank complex was opened. Antony Thorne, London

REGIONAL INVESTMENT

Spending plans alarm MPs

Northern MPs are seeking urgent talks with Gordon Brown, the chancellor of the exchequer, over suggestions that the region may lose substantial regeneration funding under the government's comprehensive spending review to be announced this month.

The government says cuts of about 30 per cent in England's regional selective assistance budget of £133m (\$222m) a year are being considered. Jim Cousins, MP for Newcastle Central, in north-east England, said yesterday that the grants had been "absolutely crucial" in securing inward investment and expansion among companies in the north.

The campaign against News International has been led by broadsheet national newspapers that have suffered from a rise in sales of The Times following price cuts.

Brendan Hopkins, chief executive of Independent Newspapers UK, which owns The Independent and Independent on Sunday, said the inquiry was welcome but legal changes were required to prevent pricing of newspapers at below cost.

Mr Hopkins said: "The Times would have to sell for about 80 pence (\$1.34) on Saturday rather than the current 50 pence, to cover its costs from total revenues. 'We've had five years of selling below price, and it must be stopped,' he said.

However, a senior executive at another broadsheet said he believed the inquiry was not likely to lead to pricing curbs.

"There is nothing more frustrating than pursuing lost causes and this is a lost cause," he said.

News International said it was confident that Mr Bridgeman would again conclude that the pricing policy of The Times was a "legitimate commercial strategy". It had been attempting to catch up with sales of The Daily Telegraph.

The OFT examined the pricing policies of The Times in 1993, 1994 and 1996. Each inquiry concluded there was no evidence of predatory pricing, but the OFT said it was asking for more information from News International.

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JOURNALISM AWARD

FT writer honoured

Jean Eaglesham, a Financial Times personal finance writer, has been named national journalist of the year by the Association of Investment Trust Companies.

maintain the network. The private sector would then bid for this company, basing the value of its offer on the type of contract and the extent to which the successful bidder would be exposed to the risk of cost overruns.

Possible bidders for the infrastructure concessions are to be invited to a conference on July 16. Several engineering and construction groups, as well as Railtrack, the privatised owner of the national rail infrastructure, are believed to be interested in bidding for Tube infrastructure concessions.

Dennis Tunnicliffe, chief executive of London Transport, which oversees the Underground, that the lengthy investigation could be avoided by giving the shadow infrastructure company, or companies, a ready-made contract to

carry out their own individual investigations of the network and its finances, the unsuccessful ones would demand that the government met their costs, said one.

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When whistleblowers are sacked unfairly and the tri-

JPV in 1998

JULY 1998

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MANAGEMENT & TECHNOLOGY



Bryan: "We want our products to be innovative and original. And there is nothing more innovative and original than a Degas, a Gauguin, or a Monet"

Ashley Ashwood

BUSINESS BREAKFAST JOHN BRYAN, SARA LEE

The art of brand promotion

Lucy Kellaway talks to the man who gave away priceless paintings in an attempt to increase awareness of his products

John Bryan, CEO of Sara Lee Corp., has just given away some of his company's most famous brand names. Not Wonderbra, nor Kiwi shoe polish, nor Douwe Egberts coffee, nor Pretty Polly tights, nor any of the other names you might associate with his \$20bn consumer goods business. Instead, he has given away a couple of Pissarro's, a Degas or two, a Picasso and three dozen other priceless paintings to galleries in the US and Europe. Those are not brands, you might protest, they are works of art. Mr Bryan does not agree.

"I can't think of anything that is more of a brand than a painting," he declares, leaning back in his chair in the private room at Claridges where we are having breakfast.

"It is the intangible value that comes from the name Picasso or Pissarro that creates the value." He crosses his legs taking care not to crease his immaculate dark suit. I protest, but this is not a discussion. He is telling me the facts. "Don't think for a minute that if you had a fake Van Gogh on the wall you'd enjoy it just as much," he goes on. "And a Sara Lee cake without the Sara Lee name doesn't taste as good."

I see, I say, even though I don't. Is he really saying that his task in building up brands at Sara Lee is just the same as Picasso's task in painting pictures?

"Absolutely." He nods gravely.

"We want our products to be innovative and original. And there is nothing more innovative and original than a Degas, a Gauguin or a Monet."

John Bryan is not only remark-

able for having just given away a valuable art collection. He is an unusual CEO altogether. First, he has been at the top for a long time – 23 years as CEO. Moreover, he has never climbed a career ladder. "I have the good fortune of having started my life with a dose of nepotism," he says evenly. His father brought him into the family food business which was then bought by Sara Lee. The young Mr Bryan got on well with the old founder, Nathan Cummings (who bought the pictures), and by the time he was 38 had been chosen to succeed him as CEO.

In his long years running Sara Lee, he has reliably delivered good earnings growth. He has also made a profession out of being a good citizen. He has served on so many committees and charitable boards, and has won so many awards – including the Martin Luther King Jr's Salute to Greatness award that they cover one and a half sides of paper on his CV.

Yet there is nothing showy or bragging about Mr Bryan. Instead, the man across the table from me seems formal and slightly stiff. Not the easiest person to chat to at 8am.

He takes a sip of coffee, pushes aside a plate of summer berries. Had we been having breakfast at his Chicago HQ, he assures me, we would be having a feast of brands: his coffee, his cakes, his meat. So, you never miss an opportunity to promote your products, I say.

"I hope not!" he replies solemnly.

"Breakfast gives us a lot of opportunities," his PR minder contributes, a thin woman in a lilac suit.

Returning to the pictures, I ask how he feels having unloaded so many valuable works.

"I feel marvellous," he says. He smiles and gives a little chuckle, but his eyes do not move. The effect is unnerving.

In deciding to give them away rather than flag them, he has pulled off a brilliant PR stunt. He has designed the gift carefully, spread-

ing the paintings through many galleries, matching the places where Sara Lee does business, thus ensuring a steady flow of good publicity.

I enquire about the origins of his interest in art. "In fine art it has to date to the time I went to the corporate headquarters in 1974. The founder had these paintings in his apartment. I was very close to him. He sort of opened up a bit of a world to me. I remember him introducing Henry Moore to me."

Art has helped make Mr Bryan's life rich and varied. He is very clear about this. The enemy of

business, he argues, is narrowness. For this reason, he not only involves himself in charities, he makes sure that his lieutenants do likewise. Any who fail to do their bit for society may pay for it in terms of promotion.

"We really don't think that broader leadership positions in the company ought to be held by people who cannot offer leadership in the community," he says. "I have spent a considerable amount of time in the not-for-profit sector and I am a better leader within the company because I have the leadership experience of working outside. Business exists to serve the community."

More than to make profits? "It's a higher level of defining what it's all about. Let's not fool ourselves, the profit motive is not the end – it's the means to the end."

But surely most people have little enough time left over from work as it is, and want to choose how they spend it? He shrugs. "I'm up at 5am. I'm out most evenings. I travel 35 per cent of the time. I can organise myself fairly well, so perhaps get more done – or – some people. It is an issue of time, of talent as well. At the top of a large company, the choices you make are more important than the time you spend."

I ask whether his social consciousness baulks at the vast amounts executives earn in the US.

"We live in a laissez faire kind of a world," he says. "But I'm not aggressive on pay. I have been handsomely paid all these years, but I don't know what I make. It's not an issue."

Surely he knows roughly? "Not really," he insists. "I don't know what my salary is. With some people it is very time-consuming."

"What's new on the Financial Times, Lucy?" asks his PR woman, changing the subject. We start to talk about the dumbing down of the press and Mr Bryan deplores the fact that the press is more interested in personalities than in companies. Promoting the John Bryan brand name is apparently not one of the things he enjoys.

"It's one of the misuses of the job," he says. "What I really like is understatement."

We are brought omelettes and sausages, and I turn the conversation to the bra. I tell him about two English designers I had just seen on television who had replaced the wire in bras with some injection-moulded material used in running shoes. As I talk, I sense my audience is drifting away. "Sure, right, right. I'd like to find out about it."

He makes as if to take his expensive pens out of his shirt pocket, but has second thoughts. "We are the world's largest company in this business. We are certainly the most innovative with cross-your-heart Playtex."

Wasn't that rather a long time ago? "Playtex has become contemporised now," the PR woman assures me.

Before we leave he has a question. He wants to know why Margaret Thatcher does not share his interest in the glass ceiling. Because she isn't a woman, I say flippantly. To my surprise, he nods seriously. "That's what I thought," he says.

Breakfast is over and Mr Bryan has a 9am meeting. We shake hands, but his mind seems to have already moved on. Not so his PR lady, who has found out it is my birthday. It is her turn to give away one of the company's brands. Not a Picasso, this time, alas, but a nice black purse to keep my money in.

SIEMENS

SIEMENS
NIXDORF

DAVID BOWEN WEB SITE INSPECTION

A dark-blue sight

The European Central Bank may be sparkling new, but its web site fails to inspire

The web should be a wonderful place for the European Central Bank – inaugurated in Frankfurt this week – to prove to us treddy young curters that it is not run by fusty old civil servants.

The history section starts like this: "In June 1988 the European Council confirmed the objective of the progressive realisation of economic union and mandated a committee..." So it goes on, for thousands of words of unbroken text. We are treated to quotes from The Statute of the European System of Central Banks and of the European Central Bank. And the whole thing is dressed in the web design equivalent of a dark blue suit.

In other words, the ECB has blown its opportunity. Colleves started forming over my screen as I tried to plough through the impenetrable text. As a window through which the world can view the ECB, this site is a disaster. As a source of information for researchers, it is fine – a mass of documentation and decent navigation. But compare it with Euninet, and we see what the central bankers are missing.

Euninet is no beauty. In fact, it looks rather more dull than the ECB site. But it makes up for this with a lively style, a remarkable amount of information, and debate about monetary union. Although backed by the European Commission, it lists meetings of

the Euroscope Bruges Group, and has a mass of "neutral" technical articles. Best of all, it has the tone of a well-written newspaper. Only if you delve into its official documentation section are you likely to stumble across anything about "progressive realisation".

What are the lessons? ECB: do not give visitors quite so many excuses to click away. Euninet: you can get away with looking boring, if the words and content make up for it.

European Central Bank
www.ecb.int
Overall ***
Navigation ***
Aesthetics ***

Euninet
www.euro-eunet.co.uk
Overall ****
Navigation ***
Aesthetics **

The new Hong Kong Airport starts work on Monday, so I dropped into its web site to see what I could find. The answer is what internet people call "brochuresware" – printed information transferred to a web site without much attempt to exploit the medium's strengths. Quite a lot of information is competently arranged, with mini-photos and jiggling animations to help you find your way around the site.

But it lacks down-to-earth details for airport users. Endless statistics may be useful for a school project, but travellers want to know how long it will take them to get to Hong Kong Island, how much it will cost, and whether the mass transit system can help. None of that is here.



On the rails: The web site serving London Underground's Jubilee Line extension south from Charing Cross is an excellent travel noticeboard – unlike the new Hong Kong Airport site which lacks useful information for passengers

The site falls in another obvious task – to get across a sense of wonder about a grand engineering project, or even to make it seem interesting. Compare it with the site from the London Underground's Jubilee Line extension. This has computer-generated images of what the stations will look like, drop-down boxes shunting you from station-to-station, a journey-time calculator, and even station announcements.

The web is an excellent noticeboard for travellers. Why do so few travel-related sites fail to make use of this?

Hong Kong International Airport
www.hkgairport.com
Overall ***
Navigation ***
Aesthetics ***
Jubilee Line Extension
www.jle.lcl.co.uk
Overall ***
Navigation ***
Aesthetics ***

I hardly noticed all this, though, because by then I was on the trail of the enemies of the republic. Here is the US Marshals' Most Wanted list: Richard Vallee (demolition expert with a violent criminal history). Here are the Casablanca Money Laundering indictments. Here is a seized catamaran (six state rooms) for sale by the Marshals' Service.

Who needs fiction when we have this? I should have known this civil service site was going to be unusual when the home page offered me a "What's new and hot" button.

This is brilliant open government at its best. European civil servants, please note.

Microsoft
www.microsoft.com
US Department of Justice
www.usdoj.gov ***

David Bowen is editor of Net Profit newsletter (www.net-profit.co.uk; info@net-profit.co.uk).

In becoming the world's largest vendor of information and communication (I&C) technology, Siemens will be rebundling its offerings effective October 1, 1998.

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THE ARTS

JULY 1998

A plague on both your houses

The Eyre report underlines the fatal lack of communication between arts management and the government which has lead to the sorry situation at Covent Garden, writes Andrew Clark

There is no quick fix. When politicians, arts managers and commentators pored over Sir Richard Eyre's report this week, few could forgive him for not coming up with a neat solution. Sacrifice Covent Garden. Add £20m to existing subsidy. Any of these would have made good headlines. Eyre knew that. He also knew they would not make artistic or political sense, because they fail to address the fundamental problems in UK cultural funding.

Eyre's eloquently-phrased, philosophically-minded analysis of London's lyric theatre was the only intellectually respectable response. The problems afflicting opera and ballet in London cannot be reduced to a few hard facts or recommendations. They have been endemic for the past 15 years and, as Sir Richard points out, have soured the whole public perception of the arts.

The Eyre review was set up to get Chris Smith off the hook. The culture secretary was in a tight spot last November, facing awkward grilling from his parliamentary colleagues when the Covent Garden scandal unravelled under his nose. He said he wanted a "radical" solution. But Eyre has refused to let himself be used.

Reading between the lines of his report, he has been remarkably truthful. What he has done is to challenge the government to answer a question: why bother supporting the arts if you are not going to do it properly? The ques-

tion is relevant not just to the present Labour administration; it is part of a continuum in British cultural life, and it needs to be addressed if we are to overcome the cycle of crisis and complaint that dogs the performance of our performing arts organisations. It strikes to the heart of the Royal Opera House debate. Since the

The question the government must answer is why bother to support the arts if you are not going to do it properly?

mid-1980s, governments have shown diminishing interest in the arts; a proper system of accountability does not exist, for which the Arts Council – supposedly supervising Covent Garden all these years – must share responsibility; and there is no relationship of trust between funder and receiver.

Smith and his officials at the department of culture invented the Eyre review because they did not want to face up to this politically painful logic. Eyre does not wish to be used as a fig-leaf for the government's embarrassment about the arts.

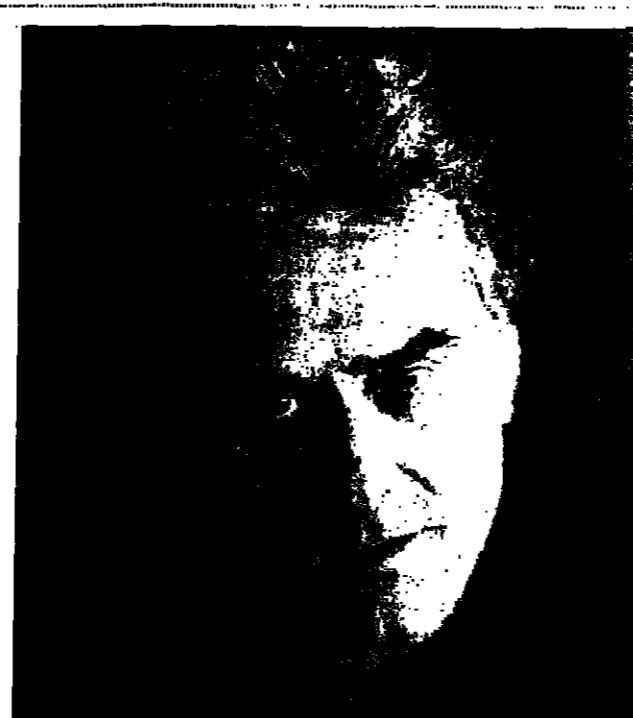
He knows the Treasury will not award an extra £20m at the drop

of a hat, and that throwing an extra £30m at London's lyric theatres is not going to address the nub of the problem. Equally, he recognises that cutting the number of opera houses, or privatising Covent Garden, is not going to make opera and ballet more accessible nor will it guarantee international standards.

The true problem is that decisions about funding, management, accountability and performance can only be taken in the context of a mature relationship between funders and arts managers. Such a relationship has not existed since Thatcherism took grip.

For evidence of this, we need look no further than the leaked letter from Sir Colin Southgate, chairman of the Royal Opera House board, asking Smith for a doubling of subsidy. Sir Southgate seriously believe the Treasury would listen to his request, given the chaos at Covent Garden over the past 12 months? The fact that such a letter could be written shows the two sides are unable to communicate. You would never get Peter Jonas delivering a similar ultimatum to the Bavarian state government in Munich; or Hugues Gall to the French culture ministry in Paris, or Valery Gergiev to President Boris Yeltsin of Russia. In each case, government and the arts talk to each other; there is a degree of trust and respect.

A relationship of trust does not emerge overnight. Eyre is suggesting that no solution will work in the long term unless the government is prepared to address the wider issues. A mature relationship needs the following:



No fig-leaf for government embarrassment: Sir Richard Eyre

■ A lot of bridge-building. The relationship between the Arts Council and the bodies it funds, including Covent Garden, is at rock-bottom. Restoring the relationship will be difficult, and there is serious doubt that Gerry Robinson, the new Arts Council chairman, is the man to do it.

■ A shift away from bureaucratic demands. Preparing reports for stabilisation and lottery awards has diverted arts managers from the task for which they were employed: the running of successful arts companies. Accountability is important, but managers should be able to get on with managing, and spend less time on fire-fighting and the political environment.

■ A sense that funders and arts managers are on the same side. There is no indication at present that the department of culture, the Arts Council or opera and ballet managers (and their orchestral and subsidised theatre counterparts) are working towards the same goals. Most senior arts managers are intelligent people; if the government wants these organisations to be successful, their staff and leading performers must be valued.

By refusing to come up with a quick fix, Eyre has angled the ball back into the government's court. He is subtly pointing out that if it doesn't value the arts, it is wast-

ing public money by continuing to support them at present levels; if the present situation is allowed to continue, the political and structural problems that have surfaced at Covent Garden will recur, and this will involve further waste of time, money and energy.

Like Priestley in the early 1980s, Eyre has not produced the result the government wanted. He has indicated, non-committally, that the only "radical" solution, combining access and high standards, is to inject more money – a truth the government might not wish to face. But he also says that if there is to be more money, there needs to be accountability.

SPONSORSHIP

Where were the men from the ministry?

The rain held off long enough on Monday night for the 900 worthies of the arts and business to make the most of the Globe Theatre, the champagne, the prizes, and even the speeches at the third FT-ABSA annual award ceremony on Monday night.

The new chairman of the Association of Business Sponsorship of the Arts, Robin Wight, confirmed that the organisation's name would be changed within the next six months, dropping the word "Sponsorship". It is too linked to marketing and corporate hospitality: the new name will reflect the integration of the arts into every part of a company's activities.

Chief executive Colin Tweedy, reflecting on a year in which arts sponsorship in the UK nudged £100m, was more concerned with a future in Europe: multinational sponsorships are still a rarity.

Unfortunately one vital group was missing at this, the industry's largest bash ever – the government. No arts minister showed up. In fact ABSA has yet to meet the Labour government officially. A meeting planned for yesterday has been postponed.

There is much to talk about. Despite the fact that Tony Blair was meeting grandees of the arts world at the same time as the awards ceremony, all the signs are that the government will not provide much extra cash for the arts. This makes the role of business more vital. It is surprising that the other big event of the week, the Eyre report on Covent Garden, made little mention of business; but it will be corporate money that will help keep the Royal Opera House open.

At the moment the government helps arts sponsorship by giving £5m a year towards the Pairing Scheme, which tops up the money of first-time and long term sponsors. The £5m is not enough: ABSA could distribute it in six months. What ABSA wants is for business to be more integrated into government funding of the arts. If the government expects the corporate sector to raise its funding of the arts, the donors must receive more acknowledgement and influence.

Undoubtedly Wight and Tweedy are shifting arts sponsors towards supporting new events and to improving access – the current buzz words. They believe that business can use, and supplement money – perhaps provided by the Arts Council through the lottery – more effectively than many arts organisations on their own.

Business can play a part in developing an arts angle for "welfare to work", and in stimulating the inner cities. It wants a partnership with the government. So far it has waited in vain to be asked to participate in the new creative Britain.

Antony Thorne

Synthetic emotion to derivative music

THEATRE

ALASTAIR MACAULAY

Whistle Down the Wind
Almeida Theatre, London WC2

The latest Lloyd Webber musical, *Whistle Down the Wind*, is entirely harmless and almost entirely uninteresting. Perhaps I should add that, from me, that is high praise; to me, Andrew Lloyd Webber has long represented much of what has been worst about our culture.

Whistle Down the Wind has not a mean thought in its head; nor an original one. Now, people have made much of Lloyd Webber's lack of originality. Kit and the Widow, for example, used to sing a number, "You, too, can write a great West End score – Steal it from somebody else", in which they went on to illustrate how the melody of "Strangers" (*Cats*) comes from Ravel's *Bolero*, and so on.

But the issue of originality is a complex one. I do not mind that you can often recognise the musical sources of *Whistle Down the Wind*: a Weill ballad; some bits of rock, a climactic device from Italian opera... Indeed, the way the title tune has put one of my favourite phrases from the "Song to the Moon" in Dvorak's *Rusalka* back into my head is a positive pleasure. Many great artists have often been at their greatest when they have been drawing from earlier sources, sometimes blatantly. But what matters is what they

do with these references. In the musical *Show Boat*, you hear vast areas of separate American traditions pouring into Jerome Kern's masterpiece, enriching it, and making it a radiant work about the transforming passage of time and culture.

Lloyd Webber, however, seems only to affect us in ways we have been affected before: to press buttons in us that have worked

Lloyd Webber seems only to want to affect us in ways we have been affected before, to press the same buttons

before. That is why his musicals are not works of art but mere tourist attractions: to encounter one for the first time is in fact to retrace known terrain. You can think "I've heard this somewhere before" and still be happy – but to think "I've felt this way before" is to sense staleness in the air.

Whistle Down the Wind in fact, less wearsome in this respect than certain other Lloyd Webber shows. Still, like so much he has composed, it is, in motion and character and treatment and narration, from first to last, synthetic.

The story is well known from the Bryan Forbes film:

is to plug and reprise a bunch of kids in Louisiana in 1939 take an escaped convict to be Jesus Christ. Lloyd Webber – working here with Jim Steinman (lyrics), and Patricia Knop and Gale Edwards (book) – alternates between (a) kids and (b) adults: (a) misplaced home and (b) jaded cynicism, (a) positive and (b) negative energy. (This binary dramatic technique, accompanied by changes of set, recalls his method in *Sunset Boulevard*, moving back and forth between Norma Desmond's residence and the outer world.) The upper level of Peter J. Davison's two-level set rises and falls: the (a) scenes happen on the lower plane, the (b) scenes on the upper, and at one stage of Act Two you watch (a) and (b) simultaneously.

Lloyd Webber is a craftsman. Throughout the show you can feel him trying every technique he knows to make a number theatrically effective: techniques of orchestration, of accumulation, of acceleration and *rallentando*. The result, though not particularly effective, is less unpleasantly manipulative than in other shows of his.

Admittedly, he does overemploy one of his worst devices, which to take the vocal line of some characters preposterously high, sometimes forcing the convict into ludicrous falsetto effects (it's meant to sound "sensitive") and exaggerated high-strain agitation. However, he does not overdo here his other worst method: which

is to find yourself reluctantly humming them because there is no alternative.

The central idea of his conception here becomes apparent in Act Two: to show how (a) and (b) are related, how the bright optimism of the kids can overlap musically and rhythmically with the punitive aggression of the adults. Both (a) and (b) are,

in fact, the opposite sides of show's big numbers until the same coin: which is moral energy. The concept isn't so far from what Wagner does in the *Ring Cycle*: to show how the same raw material may be used for good and evil, for openness or for defensiveness, for generous acceptance of life or for guarded denial of life.

Lloyd Webber's concepts here aren't bad; but his techniques aren't sufficient to

make them good, or interesting.

And there is no freshness in him. Every Lloyd Webber character, every Lloyd Webber emotion, feels like a reproduction of something that was once real.

Gale Edwards directs. Thanks to her, there is one somewhat interesting scene near the end, in which the young heroine Swallow and the convict she insists is

Jesus face each other at close quarters. The mixture of confused sexual attraction and idealistic hesitation on both sides is well handled and sustained by Lottie May (Swallow) and Marcus Lovett (the nameless Man).

Mayor also plays the final scene well. Only in these passages, however, does anybody in *Whistle in the Wind* begin to look or sound honest.

Tel: 49-711-302090
Tosca: by Puccini. New production by Wily Decker, conducted by Lothar Zagrosek with designs by Wolfgang Gussmann; Jul 3, 6, 8

THE HAGUE

EXHIBITION
Lange Voorhout
Tel: 31-70-364 5784
The Hague Sculpture '98: outdoor exhibition of more than 50 works by sculptors including Rodin, Maillol, Calder, Moore, Bourgeois and Tinguely. A modern sculpture show at Het Paleis Museum is showing at the same time; Jul 14

TV AND RADIO

● WORLD SERVICE
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (483m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV

● CNN International
Monday to Friday, GMT:
0630: *Moneyline with Lou Dobbs*
1330: *Business Asia*
1930: *World Business Today*
2200: *World Business Today Update*
● Business/Market Reports:
0507; 0607; 0707; 0820; 0920;
1020; 1120; 1132; 1220; 1320;
1420.

At 0820 Tanya Beckett of FTTV reports live from LIFFE as the London market opens.

INTERNATIONAL

Arts Guide

AMSTERDAM

EXHIBITIONS

Rijksmuseum
Tel: 31-20-673 2121

● Drawings from the Golden Age: display of 100 17th century Dutch drawings. Highlights include the first landscapes by artists such as Voscher, Van der Velde and Van Gogen; Jul 12

● The Secret Unlocked: German Furniture Opened. Nine pieces dating from the 16th to the 18th centuries, including pieces by the cabinet-makers Abraham and David Roeriggen; to Aug 30

BERLIN

OPERA

Deutsche Oper
Tel: 49-30-34384-01

La Gioconda by Ponchielli. Revival conducted by Marcello Viotti in a staging by Filippo Santast; Jul 3

BILBAO

EXHIBITION

Guggenheim Museum Bilbao
Tel: 34-4-232 2799

BIOT

EXHIBITION

Musee National Fernand Léger
Tel: 33-4-9291 5030

Fernand Léger: 1905-1930. Modified version of the major retrospective seen in Paris, Madrid and New York; to Sep 30

BRUSSELS

DANCE

La Monnaie
Tel: 32-2-222 1211

Ballet Frankfurt: in works by choreographer William Forsythe; Jul 8, 9

CLEVELAND

EXHIBITION

Cleveland Museum of Art
Tel: 314-268 2373

FLORENCE

OPERA

Teatro Comunale

Tel: 39-055-211158

www.maggioriflorentino.com
La Bohème by Puccini. Conducted by Semyon Bychkov in a staging by Jonathan Miller; Jul 8, 6, 9

GLIMMERGLASS

OPERA

Alice Busch Opera Theater, Cooperstown

Tel: 1-607-547 2255

● Falstaff: by Verdi. New production directed by Leon Major with sets and costumes by John Condon. Conducted by George Manahan. Cast includes Kevin Glavin, Stephen Powell and Amy Burton; Jul 5

● Tosca: by Puccini. New staging by the team responsible for last year's Madama Butterfly; director Marc Lamoine; set designer Michael Yeargan, costume designer Constance Hoffman, lighting designer Robert Wierzel and conductor Stewart Robertson; Jul 3

● Falstaff: by Verdi. Revival of Matthew Warshaus' production, conducted by Paul Daniel. Donald

LYNDEBOURNE

OPERA

Glyndebourne Festival Opera
Tel: 44-1273-915 000

Rodelinda: by Handel. New production directed by Jean-Marie Villiers, with sets by Nicolas de Lajarte and Pascale Cazzanelli. With the Orchestra of the Age of Enlightenment conducted by William Christie; Jul 4

LONDON

EXHIBITION

Royal Academy of Arts

COMMENT & ANALYSIS



MARTIN WOLF

Brown's blunders

Many of the charges levelled against UK economic policy are plain wrong. But the economy is still heading for trouble

Has Gordon Brown already blown it? The UK chancellor's critics, of whom there are many, argue he has. The failure to devalue sterling upon taking office ruined the Labour government of 1964-70. So, some argue, will a series of errors in macro-economic policy damage new Labour.

The charges against Mr Brown are both general and specific. The general charge is that, rather like Nigel Lawson, he is fixated upon the long term and ignores dangers under his nose. The specific charges against him are that:

- In giving operational independence to the Bank of England, he foolishly separated the responsibilities for fiscal and monetary policy.
- He gave too narrow a target to the Bank.
- He gave responsibility for monetary policy to an ill-assorted and dithering committee.
- He failed to use fiscal policy to curb the growth of consumer demand.
- He thereby exacerbated sterling's strength, worsening the assault on already battered manufacturing.
- He has initiated an increase in public spending just when the Bank is struggling to slow overall demand in the economy.
- The result will be a prolonged period of stagflation and rising unemployment, running up to the next election.

The charge sheet is long. Is it also fair? The short answer is no. Yes, Mr Brown has made mistakes. But they are not as serious as critics suggest. This, though, does not mean economic disappointment can be avoided. On the contrary, the UK economy was headed for a mini-bust when new

Labour took over. His predecessor had approached the election with the traditional instrument of excessive monetary expansion: inordinate growth in consumer spending and a rapidly tightening labour market had been the equally traditional outcome.

Start with the charges that are plain wrong.

The division between responsibility for monetary and fiscal policy does not make it impossible to use both together. The chancellor can indirectly set both fiscal and monetary policy, since the Bank has to take its fiscal policy into account in setting the interest rates needed to meet the inflation target.

Similarly, giving the Bank a mandate to target inflation was right and bold. There is no long-run trade-off between inflation and growth. The Bank's discretion is rightly limited to deciding how quickly to move inflation back towards the target.

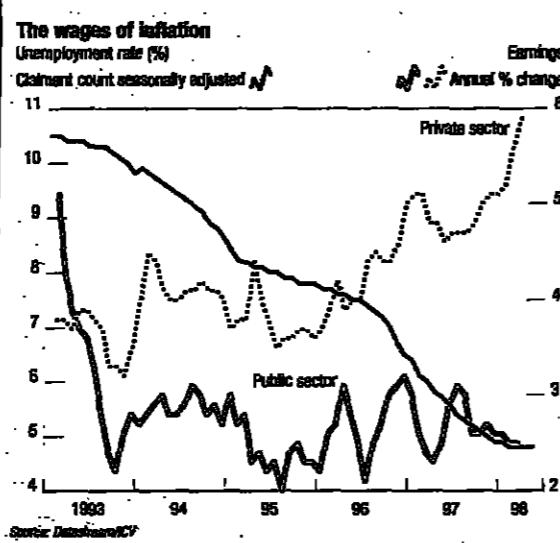
Other charges, though,

have some merit.

The decision to give responsibility to a monetary policy committee rather than a person, as in New Zealand, was probably an error. Committees procrastinate. Even Eddie George, the governor, has wondered whether he was wrong to oppose higher interest rates early this year. He was.

Yet the most significant error must be the failure to use fiscal policy to curb consumer demand. Mr Brown is against fiscal fine-tuning. This is almost always right. But there is a strong case for some fiscal "coarse-tuning" when the balance of demand across sectors is a serious concern. In the UK today it is.

Sterling has been the only noteworthy currency stronger than the mighty US dollar. A competitiveness index derived from cyclically adjusted labour costs, calculated by the International Monetary Fund, shows a real appreciation of 41 per cent between December 1985 and



April 1998, when it was 8 per cent below the catastrophic level reached in 1981.

The appreciation has helped contain inflation. Manufactured output prices have been rising at year-on-year rates of less than 2 per cent since late 1996. But over the two years to the first quarter of 1998 output of production industries expanded 1.7 per cent, while services grew 8.3 per cent. This is highly uncomfortable.

Why sterling should have been so strong is, as often, something of a mystery. Yet divergent expectations about the future course of monetary policy must be the most important single explanation. The reason for those divergences are clear: consumption grew 3.6 per cent in 1998; 4.6 per cent in 1997; and 4.9 per cent in the year to the first quarter of 1998. The target rate of inflation was 3.2 per cent in the year to May, in spite of the soaring exchange rate.

The broad characteristics of this story are always the same, only the details differ. Broad money started to grow at close to 10 per cent in the course of 1995, combined with windfalls from denationalisation and rising prosperity. This gave a big push to consumer spending: the labour market then tightened, the pace of underlying earnings inflation in the private sector rising from 3.2 per cent in 1993 to 5.9 per cent in the latest three-month period. Against this background, the base rate of interest rose from a low of 5.25 per cent in 1994 to 7.5 per cent last month.

Mr Brown should have loaded any tax increases he was going to make on consumer spending. He did not do so, preferring to tax pension funds instead. Moreover, from this year fiscal tightening is expected to contribute little to curbing aggregate demand, with public spending also set to rise at 2% per cent a year over the next three years. So control over inflation now falls on monetary policy. To lower inflationary pressure, the Bank will be responsible for generating a period of below-trend growth and rising unemployment.

II, as seems likely, sterling

falls as the external balance deteriorates, this means an extended period of high interest rates. At least pain would then spread from manufacturing to the rest of the economy. The Treasury forecasts economic growth at 1% per cent this financial year and 2% per cent in 1999-2000, before growth returns to trend. Past experience suggests the downturn could be somewhat deeper than that.

None the less, there should be no big recession. Maybe there will be a couple of quarters of falling output, but 1 per cent growth for two years should be quite enough to bring this inflationary upsurge - modest by UK standards - under control. It may feel like a bout of stagflation. Many will condemn Mr Brown and the government. But it will be no disaster.

The more important point is that Mr Brown could only have influenced the sectoral impact of the slowdown. He could not have prevented it. For that necessity he can reasonably blame his predecessor, who allowed domestic demand to grow too fast and the long-standing weakness of the UK economy.

It is disturbing that inflation started to accelerate when unemployment was still close to 8 per cent. It is depressing that the pace of pay inflation in the private sector is now around 6 per cent. It is disheartening that overall labour productivity rose only 1.4 per cent over the year to the last quarter of 1994, while productivity in manufacturing actually declined 0.8 per cent in the year to February, March and April of this year.

Yes, Mr Brown has made blunders. Above all, he (or maybe Tony Blair) failed to use fiscal policy more boldly. But the mistakes have not been decisive. More worrying has been the behaviour of the economy, including the labour market. For that, the errors of his Tory predecessor and the good (or bad) old British economy bear the greater part of the blame.

Martin.Wolf@FT.com

Philip Stephens is on holiday.

LETTERS TO THE EDITOR

EU cannot be expected to solve the problems of Serbia/Kosovo

From Mr David Sweet

Sir, As an admirer of Lionel Barber's perceptive article on European issues, I am very disappointed by his July 1 piece on Kosovo ("Europe's time bomb"). To criticise the Union for failing to deal with ethnic and military problems in a non-member state is about as sensible as blaming Nato for not resolving the Asian financial crisis.

At least the measures adopted by the Council correspond to its competence - in trade, travel to the Union and investment - rather than trying to create powers it does not have and that its

members do not want it to have.

As for a "solution": the world has a choice. Either we leave Slobodan Milosevic, the Yugoslav president, isolated and alone until his subjects get rid of him - the traditional approach to dictators since the first world war - or large parts of former Yugoslavia will indeed have to be converted into a Nato protectorate. My preference is for the first option.

David Sweet,
Krasnainemaan 25,
B-1930 Krasnainemaan,
Belgium

Ten-year genetic crops review is futile

From Mr T.S. Walker

Sir, In his letter (June 20), David Shapiro addresses a number of issues that relate to the use of gene technology to enhance the performance of agricultural crops. In particular he espouses the need for a 10-year review of the environmental effects of genetically engineered plants.

I find it difficult to understand why he should focus on genetically engineered plants when many of the traits bred into genetically engineered plants can also be effected by less genetic

beyond their capacity when these new varieties have already been in field trials for between six and eight years before being released to the agricultural community? The useful commercial life of many new commercial crop varieties is not much more than five years; a review of their effect on the environment after 10 years would indeed seem to be futile exercise.

T.S. Walker,
30 Burnham Rd,
Ottawa,
Canada

Formula ignores the complexities of Nigeria

From Mr Leslie J. Elmslie

Sir, Your leader, "Nigeria's chance" (June 26), again calls for Nigeria to "return to democracy". Perhaps you would like to clarify your advice? Nigeria has attempted a variety of forms of democracy in its nearly 40 years of independence, with the aim of achieving not only good government but, most importantly, acceptance in all parts of the country.

Philip Stephens is on holiday.

If you think there is now a satisfactory formula, perhaps you would like to tell us about it? Or is the FT merely doing what so many others do, calling for a "return to democracy" because reciting a meaningless formula (which for the moment seems to be something of an ethnic rallying cry) is so much easier than working out possible solutions to the very complex problem of government in

countries where no one political party can expect to obtain freely given votes in all parts of the territory?

This last is surely a problem that can only grow in importance in many parts of the world. Europe included, as Kosovo currently demonstrates in one form.

Leslie J. Elmslie,
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00132 Rome,
Italy

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What future historians write about the Asian crisis, they may see yesterday as a crucial day. Japan is the most important economy in Asia; the shambles of its financial system is the most important problem in Japan. Yesterday was vital because it paved the way for the first serious attempt at Japanese financial reform.

The plan is to use government-controlled "bridge banks" to purchase the assets of failing institutions. Based loosely on an idea used in the US to deal with the bank failures triggered by the savings and loans crisis of the 1980s, the reform allows the government to assume control over failed banks and either shut them down or sell them off. The government will draw upon ¥25,000bn already set aside to prevent bank failures from cutting off credit to healthy borrowers, plus ¥13,000bn for capitalising the bridge bank system itself (see below).

Robert Rubin, US Treasury secretary, called it "the most important key to

Japan reaches for the tool kit

Until yesterday, a 'bridge bank' was something that concerned central bankers. Now, says Gillian Tett, it holds Asia enthralled

if it works, it could help resolve the banking problems that have weighed the economy down for seven years and restore confidence across the continent.

But if the scheme disappoints, it could trigger another slump in the yen. That, indeed, was the first reaction: after the plans were unveiled the yen fell Y2 against the dollar to below Y140. That could reawaken the spectre of competitive devaluations throughout Asia and, no less ominously, strain US-Japan relations. Washington's surprise decision to support the yen last month was carried out in the hope - if not the promise - of impending reform. As one Western diplomat puts it: "If this bridge bank fails apart, the currency could turn into an awful mess."

So does the bridge bank mean real reform? The unenviable answer is that the proposals are no more than a

tool kit. They do not guarantee that Japan knows how to use them, nor that it can now fix the machinery of finance for sure.

To understand why, it is important to remember that Japan's banks face more problems than a pile of ¥77,000bn problem loans. Japan also has too many banks chasing too little business to be profitable. The banks are involved in financial sector areas which

would be better served by capital markets - and consequently have too little capital for too many assets. But the banks have historically found it hard to cut their excessive assets as they have been too closely tied to corporate clients through massive cross-shareholdings.

A bridge bank could help reduce the overcapacity. At the moment, the government is reluctant to allow large banks to fail,

partly because last November's collapse of Hokkaido Takushoku (the 10th largest commercial bank) resulted in market panic and a credit crunch.

But a bridge bank might help avert that reaction - and give the government confidence to sell, merge or close down banks.

A bridge bank could also provide a way to recapitalise the banking system: the plan would in effect use some of the ¥30,000bn finan-

cial support package to purchase bad loans and also to inject new capital into merged banks.

Meanwhile, the mere threat of government administrators being able to march into a bank they consider insolvent may improve management at some banks.

But the uncertainty, as often in Japan, lies in just how the scheme will be implemented. Mergers will not remove capacity if they

simply do what the government has done before: glue banking monsters together without changing the way they work.

Finding effective government administrators for the banks will be difficult in a country with such an appalling history of financial mismanagement. Becoming profitable will be difficult unless the banks reduce their assets, which means letting old allies go bust.

Meanwhile, if the government keeps extending loans to troubled borrowers via the bridge bank, it could end up doing no more than pushing the problem loans on to its own balance sheet. Nor will the bridge bank deliver the other badly needed reform: forcing healthy banks to get rid of their own bad loans.

Admittedly, the government is trying to encourage such moves through separate plans. It is revising the tax and property codes to make bad loan disposals

easier. It also plans to strengthen the powers of the Cooperative Credit Purchasing Company, a private sector body. These could prove almost as important as the bridge bank.

But pessimists remain unconvinced. "The important failing of a bridge bank scheme is that it does not deal with the healthy banks like Bank of Tokyo Mitsubishi," says David Atkinson of Goldman Sachs. "Until that bank gets serious about selling its bad loans, this will be just another exercise in futility."

None of this is an excuse to write the scheme off yet. Japan's government deserves credit for finally taking the first steps to reform. But after living through a year of broken promises, the markets will not give the Japanese government much benefit of doubt. If Japan is to stave off another summer of Asian turmoil, it must now prove it means action by implementing its complex "bridge bank" system. In layman's terms that means one thing: real mergers and real failures must now must occur.

Gillian Tett is a political editor of the Financial Times. She has previously worked for the Observer and the Sunday Times.

Euphoria loses its strength

David Pilling asks what happened to hopes of finding a permanent treatment for Aids

drives HIV into retreat, forcing it to hide in crevices of the body. If a patient stops the therapy, the virus bounces back within days, restarting its inexorable march towards Aids.

Why on earth would anyone stop the therapy? Because most triple-drug regimens are so complicated that more than half of those on them cannot stick to all the requirements. Some patients take 20 pills a day. Some tablets must be swallowed at 4am, some hours before eating, others on a full stomach, still others after drinking litres of water. Pills must be taken for life. The regimens are so rigorous that many HIV sufferers think hard before committing themselves to what Mr Harrington calls "the nightmare of adjustment to life-long compliance".

There are side effects. Many patients taking protease inhibitors, the miracle drug that became available in 1996 and is now part of the cocktail, suffer from fat redistribution that leaves their faces gaunt, their arms and legs stick-like and their

abdomens bloated. Others develop "buffalo humps", swellings on the back of the neck, sometimes so severe that they cannot turn their head. Protease inhibitors may cause diabetes, even heart and brain disease. All

the beneficial effects of these drugs have been confirmed. The bad news is that a cure is highly unlikely and that the drugs have more side effects than we imagined.

The worse news is that none of this has any impact on developing countries, where 90 per cent of HIV sufferers live. A typical triple-drug cocktail costs about \$15,000 a year. At that price, the entire per capita health budget of, say, Kenya would buy six hours of coverage. So while the disease is being curbed in the west, it is exploding elsewhere. Since 1996, an estimated 10m people have become infected. That is one in 100 of the world's adult population.

In some parts of southern Africa, where the disease is spread mostly through heterosexual sex, a quarter of adults are HIV positive. And HIV is rampant in parts of the world where it was slow to get going: India, parts of Latin America and eastern Europe, and now, perhaps most worryingly of all, China. In the long run only a cure can halt the epidemic. As long as Aids drugs

according to those at the UN's Aids programme. The search for that cure is likely to pursue twin tracks. In the west, pharmaceutical companies are pouring billions into new drugs to improve the triple cocktail. At this week's conference, they presented compounds that aim both to simplify pill-swallowing regimens and to cut down on side effects.

More drugs come on to the market - by 2000 there are expected to be 24 - clinicians will have multiple combinations to try. If a patient develops resistance to one triple-drug combination, the doctor will have alternatives. "You use the drugs to create a lag time, so that you can keep coming up with new drugs to combat new mutant strains," says Julio Montaner, an HIV specialist working in Canada.

Other researchers are studying the possibility of driving out the reservoirs of latent HIV cells that manage to evade current treatment. Some hope that, if the virus is kept at bay long enough, it may disappear. As long as Aids drugs

fail to charge enough in the developing world to recoup the research and development costs.

FINANCIAL TIMES

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Friday July 3 1998

Rescuing Japan's banking system

Japan's readiness to accelerate plans for a bridge bank to take on the business of failed institutions has averted immediate fears of a financial meltdown, but it is far from sufficient in itself to end the country's financial crisis.

Assuming legislation passes the Diet after this month's elections, Japan will have in place the framework needed to sanitise its banking sector. But it must use that framework aggressively to close bad banks and force others to clean up their acts if it is to restore financial confidence.

Three developments are needed for the economy to recover. The first is financial sector restructuring. The other two are further fiscal stimulus through reforms to the personal and corporate tax system and a much easier monetary policy from the central bank. Japan's response to international pressure to revive its economy has not yet gone far enough in these two areas, though there have been hints of tax reform after the elections.

For markets struggling to decide whether a turning point has been reached, the difficulty lies in evaluating Japan's piecemeal way of tackling its problems. Partly as a reflection of its political complexity, a once-and-for-all solution was never on the cards. Japan has a long tradition of doing too little too late or promising reforms that are then never carried out.

At its worst, the bridge bank, which can shelter bankrupt institutions for up to five years, could be another instrument for prevarication. But its real value is to enable the banking system to consolidate while preserving the flow of credit to good borrowers. The threat of being forced to join

the bridge bank should encourage healthy institutions to address their bad loan problems.

Some Japanese policymakers oppose such profound adjustment, for fear that a banking shakeout will lead to higher unemployment and exacerbate the weakness of consumer demand. They also worry about rising systemic risk. Though these are genuine concerns, the authorities have little choice:

they must show clear determination in forcing the sector to adjust. In this connection more still needs to be done to liberalise the property market. This would enable it to clear properly, allowing lenders to liquidate collateral and encourage fresh investment.

A large test looms in the case of Long Term Credit Bank. If its merger partner, Sumitomo Trust, is expected to absorb it in its entirety, then the market will conclude that little has changed.

If, as currently seems more likely, Sumitomo takes on only the good bits, then real change will be under way.

Restructuring will certainly be painful but it cannot be avoided if Japan is to get out of its present trap. Generous provision of liquidity will be needed to offset the fears of systemic risk and get credit flowing to businesses that are capable of generating attractive returns.

The classic concern is that a looser monetary policy would undermine the yen. Yet in the context of concerted and coherent efforts to restart the economy and revive investment, the effect could be exactly the opposite. At the moment fear of exchange market intervention is about the only factor keeping money in the country.

Banker's choice

Frank Quattrone, the American investment banker who has just jumped ship for the second time in two years, offers a lesson in the economics of the business.

Start with the scale of his compensation: tens of millions of dollars at Deutsche Bank where he worked until this week, potentially more at Credit Suisse First Boston.

Can such arrangements ever make adequate returns for the hiring bank? Hot deal-makers manage to hold on to most of the rewards of their activities; their employers bask in glory, but little profit.

Most of all, ponder whether you can build an investment bank by stitching together a handful of successful teams. Without institutional loyalty, such synthetic banks risk fragmenting. Semi-detached offices are particularly vulnerable - Mr

Quattrone's high-tech team was based in Silicon Valley, far from Deutsche's strongholds in Frankfurt, London and New York.

A star hiring can best be recruited into a well-established operation, one that has a network capable of exploiting his or her skills. It is increasingly clear that glueing together a disparate collection of teams is unlikely to work properly.

For those European investment banks keen to break into the US market, this raises the stakes still further. If buying teams is not the answer, that leaves only the option of buying a whole bank. Such an acquisition may bring with it institutional assets that can be exploited to retain staff - but the stronger the internal culture of the acquired bank, the greater the chance of a clash with the parent. It is an unenviable dilemma.

Sanctions spiral

The row over the "Nazi gold" issue has taken a damaging turn for the worse. After talks failed to produce agreement between US Jewish groups and Swiss banks on compensation to Holocaust survivors, several US states and cities announced this week that they will boycott major Swiss banks, depriving them of pension and bond business.

Both the US and Swiss governments yesterday denounced the move as counter-productive and unjustified, to which Bern also added that it was illegal. They are probably right. But that is only part of the story. The Swiss government is failing to address its own responsibilities, leaving commercial bankers to carry the can.

After nearly three months of talks, the banks made a final offer of \$500m for about of \$1.5bn demanded by Jewish groups. This compensation is on top of repayment of dormant accounts, still being identified by the Volcker committee.

US state and city officials are especially irate about the refusal of the Swiss government and central bank to join their commercial banks in the negotiations. This anger appears to have been fuelled by the State Department's recent report which showed that money passing through the Swiss National Bank was used to pay for vital war material from the other neutrals of Portugal, Spain, Sweden and Turkey.

Far from spreading criticism beyond Switzerland - which was partly the State Department's aim - the report merely served to focus US Jewish groups more tightly on Switzerland. Why? Perhaps because Swiss banks provide a tempting target. Perhaps also

because the well-documented evidence of the SNS's involvement offers a chance to force an official institution to the bargaining table in a way that can be repeated later in other countries.

At all events, imposing a bank boycott is a big step backward. It will hurt the two major banks involved, UBS and Credit Suisse. But it will also hurt the US. As a senior State Department official warned, it "calls into question the openness and attractiveness" of US financial markets. That may come to matter more when Wall Street's long boom finally ends.

The action is another worrying example of the growing tendency of US local entities to take international law and their country's foreign policy into their own hands. Switzerland might well now be able to take a complaint of discrimination against its banks to the World Trade Organisation.

Though unilateral action by US local officials may at some point justify a WTO test case, this is the wrong issue to choose. What is needed here is at least a delay of US local sanctions to allow a return to negotiation, with the Swiss official authorities at last moving in to lead their side. So far, Bern's conduct has been purely reactive - always following rather than leading, as one might expect from a political system that leaves decisions to popular referendums.

This is not good enough. The recent Swiss-led Bergier report established conclusively that the wartime SNS knew it was handling looted Nazi gold. The time has come for the SNS and its government owners to face up to their responsibilities.

Gerhard

goes west

Gerhard Schröder may be favourite to take the Chancellery bungalow from Helmut Kohl this autumn, but the SPD's man of the moment is sharp enough to realise he's not yet the finished article. Today Schröder is in Paris cementing relations with the neighbours across the Rhine. He's also hired Brigitte Saussay - author, intellectual and sometime interpreter to François Mitterrand - to be an adviser on Franco-German relations.

It all highlights Schröder's determination to fill in the gaps in his experience after eight fun-filled but necessarily parochial years as the premier of Lower Saxony.

Sauzay should be able to bring him up to speed on the twists and turns of the Paris-Bonn relationship before you can say Versailles. She studied in Freiburg, southern Germany, in the heady days of the late 1960s and is co-founder of an institute to foster Franco-German relations just outside Berlin.

Sauzay is also the author of a number of books about Germany, including a critical tome whose title roughly translates as "The German excess".

Not everyone in Bonn was ecstatic over her appointment yesterday. Some spoilers in the government camp have wondered out loud what it is ethical for the formidable lady to take a job working for Schröder after

COMMENT & ANALYSIS

Freight train going so slow

Encouraged by the revitalising effect of US deregulation, Neil Kinnock, EU transport commissioner, plans to force Europe's national rail monopolies to open up to competition, says Michael Smith

Railways, you might think, should be the arteries of Europe's single market. Rail is clean and does not clog up city centres. The middling distances between Europe's main markets should suit rail travel, falling as they do between the long haul of sea or air and the short distances conveniently covered by road. And with intra-European trade increasing fast, the future for railways ought to bright, given the scope for efficiencies that must exist among the heavily subsidised rail monopolies of the continent.

Railways may be Europe's arteries, but they are hardened ones. More than a century after they became an integral feature of Europe, freight traffic is moving at an excruciating average of 1km an hour. No wonder businesses are deserting rail for the road.

Just 16 per cent of all European Union freight traffic (counting travel within and between countries) goes by rail. That is only half what it was in 1970. The decline in freight traffic is accelerating, while rail's share of the passenger market is even more lamentable: 6 per cent. What - if anything - can be done?

Neil Kinnock, EU transport commissioner, thinks he has an answer, or part of one. Encouraged by the revitalising effect of deregulation of the US rail network in the early 1980s, he is planning to force change on a European rail industry renowned for conservatism and outdated business practice.

This year, the European Commission, the EU's executive, plans to lay out what would be the biggest continent-wide shake-up the system has ever seen. If the Commission gets its way, some of the innumerable differences between each country's rail operating systems will be ironed out: public subsidies will be more tightly regulated; and - controversially - the national monopolies will be forced to open up to competition.

A previous attempt to introduce competition, in 1991, failed: no country has the local operator ceded more than 5 per cent of the market. Mr Kinnock wants to make it more difficult for monopolies to resist competition by opening up 5 per cent of the rail freight market to rivals of incumbents immediately, rising to 25 per cent within 10 years. "Opening up the rail freight market," he argues, "is the only practical course that the rail sector has for gaining market share."

The Commission justifies its plans by saying it has a mandate to introduce a transport single market. Although only about 35 per cent of freight traffic goes across borders, it claims the only way of ensuring international competition is forcing countries to open up internal markets.

Mr Kinnock's liberalisation measures have a better chance of success than more radical proposals rejected by EU countries two years ago. These envisaged opening up the whole freight market immediately and introducing competition for passenger rail.

A sign of the changes affecting

the business came recently when the German and Dutch national railways said they would merge their freight operations in the hope of winning back business from road hauliers. Johannes Lindewig, chairman of Germany's Deutsche Bahn, said the new DMBB company Rail Cargo

Europe (which will have 8,000 trains) was the first step towards a genuinely Europe-wide railway company.

All the same, the idea of a network transcending national boundaries will face fierce opposition from rail monopolies and governments.

Throughout most of Europe, the largely state-run rail companies are the last of the old utilities.

The European gas, electricity, telecoms and airline industries are all being forced to compete, but rail, led by the French state, has successfully resisted serious reform.

The Commission hopes the financial problems of European rail companies - which lose about €15bn (£13bn) a year even after €20bn of government support - will force some of these countries to change. It argues that competition will force efficiency improvements and calculates that a 20 per cent productivity rise would save €10bn annually.

Environmental considerations also play a big part in the Commission's thinking. In April the EU signed a global warming treaty to cut greenhouse gases 8 per cent by 2010. Transport emits a quarter of Europe's greenhouse gases and, along with large polluters, it is increasing its emissions at least - increased competition. There were 200 regional railroad road companies in 1981; now there are 50. These small companies are likely to miss its target.

According to the Commission, road traffic, tonnes for tonne, emits more than six times as much pollution as rail. A 25 per cent cut in rail freight tariffs would lead to more traffic going

by rail and cut transport's carbon dioxide emissions by 8 per cent.

Critics say the Commission's calculations are wishful thinking. However, the experience of the US is that deregulation can cut prices and boost demand. The Association of American Railroads, some 20 years ago, gave warning of demonstrations against the "social aspects" of the Commission's reform in an industry which in France alone has lost 75,000 jobs in the last 10 years.

In Europe, flexibility is not rail companies' strong suit. Each country has its own operating system. They use different voltages, signalling systems and tail lights. Most countries insist their own drivers take charge.

So it is hardly a surprise that no one has yet managed to run a successful continent-wide rail system. In 1994, Avesta Sheffield, a steel company, set up its own train service from Sheffield in the UK to Avesta in Sweden. It abandoned the project after six months when only 28 per cent of trains arrived on time. The performance was not even close to satisfactory," says Evert Wijker, Avesta's logistics manager.

In Italy the national rail company's annual losses are equivalent to about 3 per cent of gross domestic product. If Mr Kinnock can convince the governments in Rome and Madrid that opening up rail markets can halt the sector's decline, save money and improve the environment, he may be able to push the reforms through.

If he does not, he has no doubts about the consequences. "The choice for the industry is to accept change to conventional culture and practices or to be pushed to the margins of existence."

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The Association of American

Railroads says freight prices have

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cent since the 1981 liberalisation

and that a previous decline in

market share has been reversed.

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By Michael Smith

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INSIDE

GM strike spreads to parts suppliers
The impact of the General Motors strike spread to others in the US automotive industry as two more parts suppliers reported lost sales and profits as a result of the 28-day stoppage. Page 20

UN sanctions shake diamond sector
Diamond sector confidence was undermined when the United Nations imposed sanctions on the economic activities of Unita, the rebel movement. The sanctions cover not only Unita's diamonds but all diamonds exported without a government export certificate. Page 26

Middleton resigns at Salomon
Peter Middleton is stepping down as European chief executive of Salomon Smith Barney, the US investment bank. Page 20

Oil worries hold Oslo bourse back

While many bourses around it have hit record highs this year, Norway's all-share index has bucked this trend. Though it had risen 250 per cent in the previous five years, the performance so far in 1998, up 1.9 per cent, is especially moribund when compared with the 25 per cent rise on the Stockholm market and 53 per cent growth in Helsinki. Analysts blame weak oil prices. Page 36

Grain report sees more uncertainty
The International Grains Council's latest report predicts that economic turmoil in Asia will continue to cause uncertainty for grain exporters this year. Global wheat production is forecast to reach 598m tonnes in the 1998-99 season, just below last season's record of 609m tonnes. Page 26

Commerzbank eyes Lyonnais units
Germany's Commerzbank said it was in talks with Crédit Lyonnais about buying the French bank's Stockholm and Copenhagen arms. Page 18

Factory outlet centres explained
Factory outlet retail centres, a new concept in the UK, have performed worse than any category of listed real estate investment trust in the US, where the idea is well established. Why then should traditional UK property investors believe that they can earn money by owning factory, or designer, outlet malls? Property Column, Page 20

Aluminium declines to four-year low
Aluminium for delivery in three months on the London Metal Exchange fell to a four-year low of \$1,291.50 a tonne. Page 26

Nomura's bid uses new technique
Nomura's principal finance arm is likely to finance the bid for Thom by issuing bonds, backed by cash flows from Thom's rental business. This method will bring investment banks as principals into a mergers and acquisitions world hitherto dominated by their clients. Page 22

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COMPANIES & MARKETS

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brother
PRINTERS
FAX MACHINES

Internet company shares continue to soar

Statements by Netscape and DoubleClick fuel new bout of investor fever

By Louise Kehoe in San Francisco and Christopher Parkes in Los Angeles

Shares in Netscape Communications and DoubleClick, two prominent US internet companies, surged yesterday for the second day running in the latest dramatic demonstration of internet investment fever.

Netscape was trading yesterday at \$40 in mid-session, up from \$35½ on Wednesday's close and ahead 42 per cent since the beginning of the week. DoubleClick, which opened on Monday at \$44, was trading at \$65½ in mid-session

yesterday, a gain of 55 per cent on the week.

The sharp gains appear to have been prompted by speculation that large media companies may be about to invest more in internet businesses following NBC's recent move to invest in Cnet, an internet news service, and Disney's acquisition of a stake in Infoseek, which operates an internet portal or gateway web site.

But while other internet companies made modest gains, yesterday, a gain of 55 per cent on the week.

Netscape and DoubleClick soared after making statements that investors interpreted as positive signals.

While there have been no suggestions that Netscape or DoubleClick intended to mislead investors, perhaps receiving abbreviated "alerts" via pages or the internet, read more into the companies' statements than they had intended to convey.

Netscape fuelled investor excitement on Wednesday

when a company executive said in a television interview that the company was in talks with the "big five" US media - Walt Disney, News Corporation, CBS, NBC and Time Warner.

Mike Homer, Netscape executive vice-president, said it was seeking partnerships with "content providers" to add more news and entertainment features to its Netcenter web site - relaunched this week as an internet portal. Although Mr Homer was speaking of

potential deals to provide information resources for Netscape's web site, his remarks led to speculation the company was seeking outside investors, or putting itself in play, analysts said.

Similarly, shares of DoubleClick took off on Wednesday after the company issued a statement claiming that its "audience reach" was third only to those of America Online and Yahoo!, which each attract millions of users daily.

AOL and Yahoo! are two of

the most highly valued companies in the internet sector with market capitalisations of \$24bn and \$17.8bn respectively.

DoubleClick, even after the rise in its share price, has a market valuation of just over \$1bn.

The gain in DoubleClick's shares prompted officials at the Nasdaq Stock Market to request that the company issue a statement disclosing any developments that might explain the unusual trading.

Nasdaq said DoubleClick responded saying it was company policy not to comment on unusual market activity.

Red chip deals lift Hong Kong stock market

By John Riddick in Hong Kong

Mainland-backed companies in Hong Kong yesterday announced a series of acquisitions marking a revival of activity in the dormant "red chip" sector and fuelling a rally on the stock market.

Beijing Enterprises, the Hong Kong investment vehicle of Beijing's municipal government, said it would spend about HK\$1.8bn (US\$207m) on a water treatment plant and other assets on the mainland.

Shanghai Industrial, the investment arm of the Shanghai city government, announced it would spend a similar amount on investments in Hong Kong.

Shares in Beijing Enterprises rose sharply on the announcement of the deals, climbing 6 per cent to HK\$12.70. The broader red chip index, which has lost more than 60 per cent of its value over the past year, gained 26 points to 384 on hopes of further deals and an interest rate cut in China.

The deals reflect different motives on the part of the red chips - the Hong Kong-based arms of mainland conglomerates or government agencies.

Cai Lai-xing, chairman of Shanghai Industrial, said his company's plans to build a cigarette plant, develop food production facilities and expand its semiconductor component operations underlined its strategy of increasing its presence in Hong Kong.

"If we did more than \$300m a day, we could start to have a problem, but it's a problem I would love to have," said Nic Stuchfield, Tradepoint's chief executive.

Meanwhile, shares in China Resources, one of the oldest and largest red chips, were suspended amid expectations it would shortly unveil the purchase of a controlling stake in HKCB Bank, a joint venture with Lippe Group, the Hong Kong-listed flagship of Indonesia's Riau family.

China Resources declined to comment but investment analysts believe the deal - estimated at about HK\$1.1bn - should double its existing 30 per cent stake at about half of the price paid for its initial stake last year.



More than a dozen bidders are to be invited to start talks to acquire PolyGram Filmed Entertainment, Europe's largest film group, whose movies include the forthcoming 'Plunkett and McCleane' starring Jonny Lee Miller (left) and Robert Carlyle. Report, Page 18

SEC breakthrough for Tradepoint

By George Graham in London

Tradepoint, the electronic stock market that has struggled to break the London Stock Exchange's domination of UK share trading, has moved closer to being allowed to offer US brokers and fund managers direct access to its trading system.

The Securities and Exchange Commission approved for public use in the US federal register, Tradepoint's application to be exempted from registration as a national exchange. It will now be published for comment before the SEC takes a final decision this year.

If approval is granted, US

investors could be trading directly on Tradepoint by the fourth quarter, making it the first foreign securities exchange to allow remote access from the US.

Some futures exchanges, which are separately regulated, are already accessible in the US.

Steven Loftie of the US law firm Davis, Polk & Wardwell, which acted for Tradepoint, said yesterday's decision

"shows the willingness of the SEC to innovate with respect to both technologically advanced trading systems and global markets".

Approval would be a significant step towards the financial viability that has so far eluded

Tradepoint. Its shares had fallen from a peak of 14½ in eight months ago to a historic low of 20%, but rose 6% yesterday to 25%.

Tradepoint will be limited by the SEC to a maximum of 10 per cent of worldwide trading in UK equities. With daily turnover now averaging around £4bn, that leaves plenty of headroom for the fledgling exchange, which is handling around £40m a day of business.

"If we did more than £300m a day, we could start to have a problem, but it's a problem I would love to have," said Nic Stuchfield, Tradepoint's chief executive.

It sold 28,300 cars there last year out of total sales of 100,300. Demand for the new model has been strong following favourable reviews from industry experts. However, many showrooms have only a couple of 9-5s left, compared with a customary 15 to 20 cars.

The company - managed and half owned by General Motors of the US - said over supply to some European markets, coupled with distribution bottlenecks in the US, severely hit sales in the US in June.

Saab last night blamed a

planning error which resulted in insufficient exports of the European-produced 9-5 model to the US. The US is the company's most important market.

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COMPANIES & FINANCE: ASIA-PACIFIC

JAPAN LARGEST TRUCK MANUFACTURER OFFERS YEAR-LONG VOLUNTARY PAID LEAVE FOR WHITE-COLLAR WORKERS

Hino seeks 200 lay-offs as demand slides

By Alexandra Harvey in Tokyo

Hino Motors, Japan's largest truck manufacturer, has taken the unusual step of temporarily laying off part of its workforce to reduce labour costs, amid declining demand from Japan and Asia.

Hino's move to encourage year-long voluntary paid leave for up to 200 employees, or 4.2 per cent of its white-collar workers, is the first of its kind in the industry. The initiative is striking because lay-offs, common in the US and Europe, are rare in Japan.

"The extremely difficult

conditions in the domestic and overseas markets contributed to our decision," the company said. Hino, which specialises in heavy trucks, has been particularly affected by the slide in demand in the construction and transport sectors, analysts said. Last year, the company's net earnings plunged 77 per cent, from ¥7.24bn to ¥1.65bn (\$11.9m). Sales were down 7 per cent from ¥832.72bn to ¥889.21bn.

Japanese car and truck makers have been among the hardest hit by the Asian financial crisis and the domestic economic downturn. Truck sales declined

more than any other category of vehicles in June, falling 33.7 per cent year-on-year during that period and 33.2 per cent in the first six months of the year, according to an industry group.

Meanwhile, competition in the market has increased as car makers move to keep pace with global consolidation by making alliances with US and European manufacturers. Mazda has a long-standing alliance with Ford, and Nissan announced earlier this year it would sell part of its diesel truck operations to the Daimler-Chrysler group.

Hino's cuts, which will

start in September, will be mainly in the administrative and factory inspection divisions. The employees concerned, who will be given the option of returning to work after a year, will be paid between 60 per cent and 80 per cent of their monthly salaries as well as a ¥50,000 monthly allowance if they enrol in computer or other training schools.

Although the scale of the lay-offs is small, it contrasts with other companies in the industry, which have responded to deteriorating market conditions with accelerated retirement programmes and a freeze

on new hiring.

This reflects a departure from the industry's tradition of maintaining employment levels despite economic decline, highlighted by a recent application by Japanese truck makers to the labour ministry for subsidies to cover the cost of excess workers.

The tradition of life-long employment, a key feature of Japanese industry and the bureaucracy, has been undermined by government reform of the civil service and the slide into recession.

Unemployment in Japan reached a record 4.1 per cent in May - or 2.9m - and is

expected to keep rising. Hino, which said it aimed to improve the quality of its workforce by encouraging employees to obtain training in job-related areas, did not rule out further lay-offs.

Industry analysts said Hino's move could signal deeper employment cuts in the future, but they cautioned it was unlikely to improve the company's profitability significantly.

Fuyuki Fujisawa, analyst at Salomon Brothers, said that in the face of lower output "it is an interim measure to alleviate some of the pressure from having too many people".

Thai banks take a fresh look at debt

Restructuring is the current buzzword, but some bankers already have doubts, report Ted Bardacke and Peter Montagnon

With the massive recapitalisation task facing Thailand's banks less than half-finished, it is surprising that the industry's agenda is no longer topped by questions of share issues, foreign takeovers and capital ratios.

Instead, with the economy floundering, the buzzword in banking circles is debt restructuring. Non-performing loans are growing fast across the system, from about 20 per cent at the end of the year to the latest central bank estimate of 27-30 per cent - that no amount of new capital appears to be sufficient unless banks reduce their bad debt burdens.

That is easier said than done. Thai authorities have rejected trying to emulate Japan, where banks were encouraged with easy credit to grow out of their bad debt problem. The government has also ruled out, for the moment, any direct intervention with either foreign or domestic creditors by providing a binding framework of government funds for debt restructuring.

Rather, in recent weeks the central bank has issued guidelines for reclassifying restricted loans to performing status, and the finance ministry has removed a series of tax disincentives that in effect blocked negotiations between debtors and creditors.

Those negotiations will now be assisted by a central bank-led committee working full time on debt restructuring. A new bankruptcy law and foreclosure procedures, which will give an added impetus to negotiations by bringing reluctant debtors to the table, are expected to be

in place by October. "The government has really made this an issue... and has done all it can at the moment," says Banthoon Lamson, president of Thai Farmers Bank and chairman of the Thai Bankers Association. "The law and legal system is not ideal but it's better than before."

The trick now, says Tarisa Watanae, director of the financial institutions regulations department at the central bank, is to ensure that the restructuring process does not become a mass of roll-overs but instead involves both creditors and debtors "bearing the losses up front".

But with Thailand having never experienced a write-off of this sort, some bankers already have doubts about the process, especially since some banks do not yet have the capital to bear such losses.

It is nearly impossible to clean up [many of these loans], says Sahit Uthaisri, group executive vice-president of Thai Bank at Bangkok Bank.

"There are one thousand and one kinds of creditors, including foreigners. No two creditors think alike. We are just going to have to write them off or sell them to someone at any price."

Mr Banthoon says Thai Farmers has a dedicated team working on debt restructuring but so far has been unable to complete even one deal, although a lot of them are 80 per cent complete.

One significant problem, according to Ms Tarisa, is that during the real estate boom many exporters got involved with property development, projects that have now gone sour. This

means any loan to the entire group, including the profitable side of the business, is classified as problematic. In addition to hurting exportability, to raise working capital, banks are suspicious that new funds attached to restructuring will be siphoned off into the bad businesses, which are often held personally by large shareholders of profitable companies.

Nevertheless, the pace of debt restructuring and subsequent recovery level of bad debt will largely determine the eventual capital needs of Thai banks.

Banks that have already undergone a full-scale recapitalisation, such as Bangkok Bank, Thai Farmers and Krung Thai, may not need more capital if debt restructuring works out.

"Only if our recovery rate starts going below 50 per cent will we require build on our capital," says Mr Banthoon. Assets are still productive, he says, once balance sheets and management are cleaned up.

For those large banks still looking to the market for new funds, such as Siam Commercial Bank, Bank of Ayudhya and Thai Military Bank, debt restructuring could lower the amount of new capital needed and therefore keep the banks under control of the current shareholders. This is crucial, as foreign banks have so far been unwilling to take over a Thai bank of this size.

Ms Tarisa says that at the moment these three banks still meet acceptable capital ratios, so they have some time to work out their debt problems simultaneously with their capital raising.

Even more important for the overall economy, debt restructuring will allow those banks which have recapitalised to begin lending again.

"We have liquidity to lend... but we are very careful right now," says Mr Banthoon. Assets are still productive, he says, once balance sheets and management are cleaned up.

Analysts do not expect CLP to see short-term profits, and Hongkong Electric sees no return on its investment - which was made before the Asian financial crisis - until 2000.

But CLP noted that electricity consumption in Thailand is projected to grow to 113.7bn kWh in 2000, and will grow steadily by 8.2 per cent a year.

The country has a population of 61m, almost 10 times that of Hong Kong.

ELECTRICITY HK GROUP BUYS 14.9% STAKE

CLP invests in Thailand power group

By Louise Lucas in Hong Kong

CLP Holdings, the largest of Hong Kong's two electricity suppliers, is investing HK\$1.87bn (US\$241m) to become the second biggest shareholder in Thailand's sole operating independent power producer.

CLP's move is the second investment by a Hong Kong electricity supplier in the Thai power market. Last year Hongkong Electric bought into a power plant project run by Siam Steel Pipe Group.

CLP said its 14.9 per cent stake in Electricity Generating Public Company (EGCO), which is listed on the Thai stock exchange, would pave the way for expansion into Thailand and neighbouring countries.

"This investment will contribute meaningfully to CLP. It enables us to gain an immediate strategic foothold to grow into Thailand's power sector. EGCO is also an excellent partner for CLP to grow into neighbouring power markets," said Ross Sayers, managing director of CLP.

Hong Kong's two electricity suppliers began to look further afield several years ago, as it became clear that returns in the domestic market were limited.

In particular, CLP suffered from the migration of manufacturing plants to China after it had geared up capacity to meet expected demand.

Hongkong Electric came under a broad restructuring carried out across the corporate empire of Li Ka-shing, the Hong Kong-based tycoon, in January 1997. As part of the shake-up, Hong

kong Electric came under Cheung Kong Infrastructure, a move Mr Li forecast would create a powerful regional group.

Less than six months later, he began to demonstrate the new pan-Asian reach, through Hongkong Electric's acquisition of a 25 per cent stake in SPP's Rayong Power Plant Project.

CLP began its bid for a regional role earlier, taking stakes in China projects - including Daya Bay, the nuclear plant across the border from Hong Kong.

The group sought to cement its position in the mainland just weeks after the Hongkong Electric restructuring, by selling a 20 per cent stake to Citic Pacific, the Hong Kong-listed division of Beijing's main investment vehicle.

The company's foray into Thailand addresses one of the criticisms levelled after that sale, which gave CLP a cash windfall of HK\$16.55bn but few immediate opportunities of spending it. However, the high interest rates available in Hong Kong since the middle of last year meant CLP was able to turn the cash to its advantage.

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NEWS DIGEST

PROPERTY

Wheelock hit by absence of exceptional gains

Wheelock, the Hong Kong property conglomerate, yesterday reported a 42.8 per cent slump in net profits for the year ended March 31, from HK\$2.53bn to HK\$1.45bn (US\$187m). The company attributed the decline partly to the absence of exceptional items which lifted the previous year's figure by HK\$915.5m. Profit from ordinary activities contracted by 31 per cent, from HK\$2.28bn to HK\$1.57bn.

Gonzaga Li, chairman, said the recently announced measures by the government - including a freeze on all land sales until March - were expected to improve market sentiment, although the short-term economic outlook remained uncertain.

The group is currently negotiating a number of land premiums, and expects to receive more favourable terms following the market downturn. However, analysts say the group may struggle to raise the necessary cash, given the liquidity squeeze in the Hong Kong market.

Wheelock's debt-to-asset ratio was maintained at 23.5 per cent. It said. Revaluing the property portfolio resulted in a 6.7 per cent contraction in consolidated net asset value, from HK\$22.83 per share last year to HK\$21.11 at March 31 this year. Earnings per share over the period fell 43 per cent, from 125.5 cents to 71.5 cents.

The proposed final dividend is 16.5 cents, compared with 32 cents the previous year. Louise Lucas, Hong Kong

PHARMACEUTICALS

Bayer in Indian joint venture

Bayer AG, the German pharmaceuticals group, and India's Zydus Group said yesterday they had signed an agreement to set up a joint venture to market the existing brands of Bayer in India and select brands of Zydus.

The companies said Zydus would contribute brands of equal value to Bayer brands in the new venture. Bayer Industries, a wholly owned subsidiary of Bayer AG, would hold 51 per cent and the Zydus group 49 per cent in the new company, and Bayer and Zydus would together invest Rs200m (US\$4.7m) to set up the venture.

The new company will focus on antibiotic, cardiovascular, anti-diabetic, anti-histaminic and dermatological drugs. Reuters, New Delhi

SINGAPORE

OUBAM issues US\$241m bond

Singapore's Overseas Union Bank Asset Management said yesterday it had launched a US\$241.38m collateralised bond. The issue, for the purchase of US dollar-denominated sovereign bonds in emerging markets, will see funds managed by OUBAM rise to just over \$3bn (US\$1.8bn), the bank said. The bond is the largest to be launched in Singapore and managed by a Singapore group. It propels OUBAM into the ranks of the top 11 biggest fund managers in Singapore. Peter Seah, chairman, said:

The OUBAM issue is divided into three tranches: US\$199.5m for a "senior" tranche with a projected yield of LIBOR plus 34 basis points per annum; US\$28.8m for a "subordinated tranche" projected to yield 16.5 per cent per annum; and a third tranche of "protected" notes of US\$13m with a projected return of 12.6 per cent. The "senior" tranche notes have been rated triple-A by Standard and Poor's, and Aaa by Moody's.

Reuters, Singapore

SRI LANKA

Brewers fear alcohol curb plan

Sri Lanka's two biggest beer companies said yesterday their profitability and operations would be hurt if the government formalised legislation aimed at reducing alcohol consumption in the country.

Ceylon Brewery and its sister firm, The Lion Brewery Ceylon, said in a letter to the Colombo Stock Exchange that proposed government legislation to reduce alcohol consumption would have a detrimental effect on their bottom line. The government is planning to ban alcohol advertising and introduce a policy designed to increase liquor and beer prices.

The company has built a new plant through Lion Brewery at a cost of SLRs1.5bn (\$23m) to meet an anticipated rise in demand. Reuters, Colombo

James Hardie to float on NYSE

By Russell Baker in Sydney

James Hardie Industries, the Australian building products group, is shifting all its operating businesses to an offshore company which will be floated on the New York Stock Exchange.

In a far-reaching reorganisation James Hardie intends to initially sell about 15 per cent of the new company, James Hardie NV, which will be registered in the Netherlands to US investors through an initial public offering.

The new company also intends to undertake a US\$330m debt raising.

The restructuring is prompted by the fact that about 70 per cent of James Hardie's earnings this year will be from the US, where it is a technical leader in the fibre cement and gypsum

wallboard markets.

The move is also partly a response to the multiple layers of taxation which the Australian company says have to be paid on the group's US earnings before they are distributed to its shareholders as dividends.

James Hardie NV's operational headquarters will be in Mission Viejo, California, where several key executives of James Hardie, which is currently based in Sydney, will be relocating.

James Hardie, which will remain listed on the Australian Stock Exchange, says it will extinguish its own loan obligations and make a capital return of about AU\$200m AU\$300m (\$123m-\$185m) - or 50-75 cents a share - to shareholders.

James Hardie said the proposed reorganisation had the

support of Brierley Investments, the New Zealand-based group which is the company's largest shareholder with a 28 per cent stake.

James Hardie shares rose 2 per cent to AU\$4.90 giving the company a market capitalisation of about AU\$26m.

James Hardie has yet to

make any decisions regarding a further sell down or distribution of its interest in the proposed NYSE-listed company. However it seems likely such a move will be considered within the next year.

At that time James Hardie shareholders may be given an opportunity to exchange their current holdings for shares in James Hardie NV.

Explaining the rationale for the reorganisation, directors said the group's current structure inhibited its ability

to provide shareholders with optimal returns on their investment.

They noted "financial inefficiencies which included the potential for US earnings to be taxed at three different levels before being distributed to shareholders as cash dividends".

In the year to March 1998 the US operations accounted for 45 per cent of James Hardie's total sales, 61 per cent of operating earnings and 55 per cent of assets.

Earnings from these businesses have increased by more than 200 per cent over the past three financial years and the company believes the US is the most prospective market for its fibre cement business.

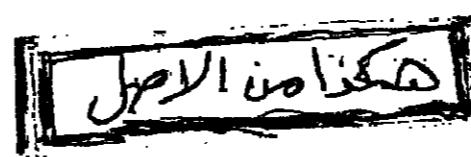
Shareholders will vote on the proposed reconstruction at an extraordinary general meeting on September 25.

Private equity fund targets Asia

By Peter Montagnon, Asia Editor, in London

Simon Murray, the former Asia-Pacific head of Deutsche Bank, is launching a private equity fund of up to \$500m to take advantage of opportunities created by the Asian economic crisis.

The fund is the latest in a series of ventures aimed at capitalising on the financial squeeze facing companies in the region and the fall in the value of commercial assets.



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COMPANIES & FINANCE: EUROPE

BANK SELL-OFF ITALIAN INSURER SAYS SECOND OFFER STILL POSSIBLE AFTER REJECTION OF JOINT BID WITH CREDIT SUISSE

Ina may bid again for stake in BNL

By James Birtz
in Rome

Ina, the Italian insurance group, yesterday indicated it was still prepared to consider bidding to be a strategic shareholder in state-controlled Banca Nazionale di Lavoro, ahead of its expected privatisation later this year.

Just 10 days after the Italian Treasury rejected a joint bid by Ina and Credit Suisse for a combined 36 per

cent stake in BNL, senior figures at Ina made clear that a second bid was still possible.

Lino Benassi, Ina's managing director, said yesterday: "If there is goodwill and a common interest, I don't see insurmountable obstacles."

Another senior figure at Ina said the company could consider becoming a strategic shareholder shortly before the Treasury puts up plans for a public share offer later this year. How-

ever, he warned that much would depend on the size of stake that the Treasury was prepared to offer the insurance company.

The Treasury said last night it was waiting to hear from Ina on what terms the company might make a new bid to become a strategic shareholder in BNL. However, it made clear that any move would have to be acceptable to Banco Bilbao Vizcaya, the Spanish bank, which was given an early

go-ahead last month to be a strategic investor in the company, with a 10 per cent stake.

The Treasury also said it was by no means certain that an Ina bid would be accepted. "Things could go either way," said a senior official.

Speculation about a possible Ina bid came as Mario Sarcinelli, the chairman of BNL, renounced his executive powers, accusing the Treasury of keeping him out

of plans for the bank's privatisation.

Mr Sarcinelli said in a speech to board members that he had offered his resignation to Carlo Azeglio Ciampi, the Treasury Minister, but the minister had preferred to see Mr Sarcinelli relinquish his executive role.

Mr Sarcinelli, said the Treasury had sought his co-operation in the privatisation only after the rejection of the Ina bid.

"I have notified my refusal to lend my name and my reputation to an operation which has been launched without any co-operation on my part, and which I have been repeatedly told not to deal with," he said.

Senior Treasury officials said last night they did not see Mr Sarcinelli's move as a threat to the privatisation, arguing that he had been at the centre of a series of conflicts in the company over strategy and personnel.

NEWS DIGEST

PHARMACEUTICALS

Astra, Merck complete venture restructuring

Astra, the Swedish pharmaceuticals group, said yesterday it had completed the proposed restructuring of its North American joint venture with Merck, the US drugs manufacturer.

The Swedish group's take management control of the joint venture, which will embrace its wholly owned US subsidiary and be renamed Astra Pharmaceuticals. Merck will continue to profit from the new partnership structure for several years, but its long-term rights over Astra products in North America would be limited. "Under this new structure, Astra's presence in the US, the world's largest pharmaceuticals market, has been substantially enhanced," said Carl Gustaf Johnson, president of Astra Pharmaceuticals.

When the deal was first announced last month, Astra said it would pay Merck up to \$1.5bn in the event of a merger or acquisition with another company. Merck, in turn, would be able to force Astra to buy out most of its interest in the partnership for up to \$6bn in 2008. Tim Burt, Stockholm

FORTIS-GENERALE

Verwilt named chairman

Fortis, the Belgian-Dutch financial services group, and Générale de Banque, its Belgian merger partner, yesterday named Herman Verwilt chairman of the new executive committee as part of a series of appointments following the departure of a number of Générale directors and of the planned operational reorganisation of Fortis.

The members of the executive committee are Jean-Jacques Verdickt, Karel de Boosch, André Berger, Erik van de Merwe and Johan Tack, with further members to be elected mid-October. The members of the board of directors representing the shareholders are Maurice Lippera, Christine Morin-Pastel, Hans Bartels, Philippe Bodson, Alain Chaigneau, Etienne Davignon, Richard Goblet d'Alvella, Henjo Hielkema, Daniel Janssen and Klaus Wendel.

The directors responsible for managing banking matters are Herman Verwilt, Jean-Jacques Verdickt, Karel de Boosch, André Berger, Erik van de Merwe and Johan Tack.

The independent directors are Oswald Adriaensen, Luc Bertrand, Marc-Yves Blanpain, Paul Buysse, Philippe de Schoutheete de Tervarent, Philippe de Woot de Trotha, Alain Georges, Dirk Heremans, Georges Jacobs, Roger Langenaken, Harry Meertign and Eric Swenden. New changes to Générale's board of directors will be announced mid-October, Fortis said. AFP, Utrecht

BULGARIAN POWER PLANTS

Two groups express interest

Russia's Lukoil and National Power of the UK have shown interest in the privatisation of Bulgarian power plants, state radio quoted prime minister Ivan Kostov as saying yesterday. "The two companies have stated their interest in participating in the privatisation of power enterprises during discussions with the prime minister and were given guarantees of clear and transparent transactions," the report said.

There was no immediate comment from the two companies and it was not clear which plants Kostov referred to. Bulgaria has pledged to gradually privatise its power industry by 2010, starting with the sale-off of 22 small hydro-power plants this year. The plants are supervised by the National Electricity Company. The privatisation agency has appointed Credit Suisse First Boston as broker for their sale. Reuters, Sofia

GAZPROM

Vyakhirev to give up stake

Ram Vyakhirev, chief executive of Russian gas monopoly Gazprom will voluntarily give up the management of a 35 per cent state-owned stake in the company next Tuesday, he told Russian television from Vienna last night.

Mr Vyakhirev has personal responsibility under a trust agreement for managing the stake, the bulk of the state's holding in the company which stands at just over 40 per cent. Earlier yesterday prime minister Sergei Kiriyenko ordered the agreement to be scrapped, but he later dropped the demand. Reuters, Moscow

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Volvo just wants to be alone, whatever VW says

A merger might well make sense to the German group but not to the Swedes, write Tim Burt and Greg McIvor



Lots to talk about but it might be difficult for Leif Johansson of Volvo (left) and VW chairman Ferdinand Piëch to find common ground

When Leif Johansson learnt that Daimler-Benz and Chrysler were merging earlier this year, the Volvo chief executive told colleagues at the Swedish vehicles group to prepare for a further shake-out in the industry.

In briefings with senior managers, he made clear further structural deals in the sector were inevitable - but that Volvo intended to steer an independent path.

Mr Johansson is understood to have reaffirmed that strategy in a meeting last week with Ferdinand Piëch, the combative chairman of Volkswagen, at Volvo's headquarters in Gothenburg.

The preliminary discussions - covering possible business collaboration in areas ranging from cars and trucks, to construction equipment and industrial engines - are thought to have concluded amicably, but inconclusively.

News of the dialogue, however, has fuelled speculation that the two companies were pondering a future merger in which Volvo would be swallowed by its German suitor.

The Swedish group's most commonly traded B shares have climbed about 10 per cent in Stockholm this week, closing yesterday up SKr1 at SKr260.

There is certainly compelling industrial logic for VW in courting Volvo. It would give the German group the presence in medium and heavy trucks it has long desired. Perhaps more important, the Volvo car

brand would help VW to mount a more effective challenge to Daimler-Benz in the executive vehicles sector.

"VW would also love to get its hands on Volvo's well-established dealer network in the US, where it is still relatively weak," says Lothar Lubinetzki, automotive analyst at Emskilda Securities in London. But expressing desire for a relationship is one thing; achieving marriage is quite another.

Mr Johansson has made clear since his arrival last year from Electrolux, the Swedish household appliances maker, that an "ultimate alliance" on the lines of the failed merger with Renault in 1993 is out of the question.

"Our strategy of independence has not changed," said one executive yesterday, adding that VW would need to launch a hostile takeover if it wanted to acquire control. Nor do officials envisage any sale to VW of Volvo's flagship car and truck divisions, even if VW underwrites the cost of preserving the Volvo name and grant autonomy to the acquired units.

By selling one of those divisions, Volvo would lose the counter-cyclical benefit of a presence in both commercial vehicles and passenger cars. Rising demand for Volvo cars has offset mixed sales of trucks in recent years and helped generate cash to develop new models in both areas.

The prospect of joint ventures in medium-size trucks - where Volvo does not need VW's help - or an alliance in small cars, where the Swedes have nothing to offer the Germans, would probably not satisfy Mr Piëch.

Volvo could invite VW to extend its supply agreement for diesel engines, which at present covers only 20,000 units a year for the Swedish group's C70 range of cars. But that would hardly establish grounds for a merger.

"There is not really a good half-way house to these

divisions," said John Lawson, automotive analyst at Salomon Smith Barney in London. "VW knows that to be truly global in this industry, it has to do something sooner rather than later. If it really wants Volvo, the price for a hostile deal would be very high."

Some managers at the Swedish group also fear Volvo's brand value could be undermined by an alliance with VW's help - or an alliance in small cars, where the Swedes have nothing to offer the Germans, would probably not satisfy Mr Piëch.

Both Daimler and Modrikamen have argued that Cera shareholders were discriminated against in the merger process. Because of the bank's co-operative structure, the transaction valued Cera's shares at their nominal price of BF1,000, while Daimler estimates them at BF10,000-BF12,000 in terms of net assets.

Last week, Daimler negotiated a deal to vote again on the terms of the deal.

As a result, the judge annulled the decisions made at the EGM, including the favourable vote.

The ruling states that "the rights of Cera shareholders have been totally ignored," giving the court "grave reasons" to question the validity of decisions made during June 4.

Modrikamen and Associates, a law firm representing some 80 shareholders, had challenged the procedure through which shareholder meetings had been convened.

The court accepted Modrikamen's claim that the extraordinary general meeting at which Cera shareholders voted for the merger had been convened too hastily, depriving the 500,000 shareholders of their right to voice their opinions on the deal.

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The appeal will be heard on Monday, with a decision expected by the middle of next week.

Ruling threatens KBC merger

By Sami Isikader in Brussels

The merger became effective on June 4.

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The court accepted Modrikamen's claim that the extraordinary general meeting at which Cera shareholders voted for the merger had been convened too hastily, depriving the 500,000 shareholders of their right to voice their opinions on the deal.

As a result, the judge annulled the decisions made at the EGM, including the favourable vote.

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Notice of a Change of Agent

To the Holders of

Each Issue of Bonds/Notes Listed Below

NOTICE IS HEREBY GIVEN to the holders of each issue (the Issue) of Bonds/Notes listed below (the Notes) of the relevant issuer listed below (the Issuer) that with effect from 17 August 1998 (the Effective Appointment Date), the relevant offices/affiliates of Morgan Guaranty Trust Company of New York (Morgan Entities) will resign from their respective agency roles in relation to the Issues listed below and that branches/subsidiaries of Citibank, N.A. located in the same cities as the relevant Morgan Entities will be appointed in their place (Citibank Entities). The Citibank Entities replacing the Morgan Entities in the respective agency roles in relation to the Issues listed below will be Citibank N.A., London office, Citibank N.A., Paris office, Citibank N.A., Brussels office, Citibank N.A., New York office and Citibank AG, Frankfurt office as the case may be. The addresses of the various Citibank Entities are listed at the end of this notice.

Issuer	Description of Notes	Issuer	Description of Notes	Issuer	Description of Notes
3i Group plc	£100,000,000 10.75 per cent. Guaranteed Bonds 2001	Credit Local de France	Yen 10,000,000,000 7.35 per cent. Yen/Lire Reverse Dual Currency Notes due 1999	KFW International Finance Inc	£5,000,000,000 Floating Rate Note Due 2000 (The Tranche B Note)
3i Group plc	£500,000,000 Note Issuance Programme	Credit Local de France	ITL 300,000,000 7.75 Bonds due 1999	KFW International Finance Inc	£200,000,000 7.625% Notes Due 2000
3i International B.V.	£150,000,000 7.75 per cent. Guaranteed Bonds due 2003	Creditanstalt-Bankverein	£150,000,000 8.325 per cent. Bonds due 2004	Kingdom of Sweden	Programme for the Issuance of Debt Instruments
Abbey National First Capital R.V.	Can\$100,000,000 Subordinated Collateral Floating Rate Notes Due 2004	Creditanstalt-Bankverein	US\$200,000,000 subordinated Collateral Floating Rate Notes due 2003	Mitsubishi Chemical Corporation	Programme for the Issuance of Debt Instruments
Abbey National First Capital B.V.	CHF 130,000,000 Subordinated Guaranteed Floating Rate Step-up Notes Due 2009	Creditanstalt-Bankverein	US\$100,000,000 subordinated Collateral Floating Rate Notes due 2005	Norwest Financial Products Plc	£50,000,000 FT-SI Index-Linked Notes Due 2004
Abbey National Funding PLC	Yen 25,000,000,000 7.1% Dual Currency Notes Due 1999	De Nationale Investeringbank N.V.	US\$100,000,000 Subordinated Floating Rate Notes due 2002	Nikko Bank (UK) Plc	US\$1,000,000,000 Euro Medium Term Note Programme
Abbey National Funding PLC	Yen 20,000,000,000 5.8% Dual Currency Guaranteed Notes Due 2000	De Nationale Investeringbank N.V.	Programme for the issuance of Debt Instruments	Nissho Iwai International Finance (Cayman) Limited	US\$1,000,000,000 Euro Medium Term Note Programme
Abbey National PLC	£100,000,000 10.75% Subordinated Bonds due 2006/2011 (formerly issued in the name of National & Provincial Building Society)	De Nationale Investeringbank N.V.	£150,000,000 6 1/8 per cent. Bonds 1999 due 22nd December 1999	Nomura International plc	US\$100,000,000 Subordinated Floating Rate Notes Due 2004
Abbey National Treasury Services PLC	US\$20,000,000,000 Medium Term Note Programme	Eurofima	Programmes for the issuance of Debt Instruments	Northern Rock plc	£2,850,000,000 Euro Medium Term Note Programme
Abbey National Treasury Services PLC	£17,180,000,000,000 7.01% Guaranteed Bonds Due 2002	Eurofima	DM 350,000,000 3% Bonds due 2002	Northern Rock plc	£150,000,000 6 3/8 per cent. Subordinated Bonds due 2021
Abbey National Treasury Services PLC	Yen 10,000,000,000 Guaranteed Step Down Coupon Notes Due 1999	European Bank for Reconstruction and Development	ECU 10,000,000,000 Euro Medium Term Note Programme	Province of Alberta	US\$1,000,000,000 7.625% Bonds Due November 5 1999
Abbey National Treasury Services PLC	US\$250,000,000 7.82% Guaranteed Dual Currency Bonds Due 2002	European Bank for Reconstruction and Development	US\$150,000,000 Floating Rate Notes due 2002	Province of Alberta	US\$200,000,000 7 1/2% Bonds Due 2003
Abbey National Treasury Services PLC	£1,000,000,000 8% Guaranteed Bonds 2003	European Bank for Reconstruction and Development	£100,000,000 6.20% Notes due 14th February 2000	Prudential Corporation plc	US\$250,000,000 7.625 per cent. Bonds Due 2005
Abbey National Treasury Services PLC	US\$1,000,000,000 6.5% Guaranteed Bonds Due 2003	First Security Bank, N.A.	£100,000,000 6 per cent. Notes due 25 November 1998	Prudential Finance B.V.	£150,000,000 9.43% Guaranteed Bonds 2007
Abbey National Treasury Services PLC	Italian Lire 150,000,000,000 7.70% Guaranteed Notes Due 1999	Granaida Group Plc	US\$1,000,000,000 Euro Medium Term Note Programme	Prudential Finance B.V.	US\$300,000,000 6.325% Guaranteed Bonds 2001
Abbey National Treasury Services PLC	£1,000,000,000 6% Guaranteed Notes Due 1999	Granaida Group Plc	£100,000,000 6 3/8 per cent. Bonds due 2003	Redland PLC	£500,000,000 Euro Medium Term Note Programme
Abbey National Treasury Services PLC	US\$1,000,000,000 Guaranteed Floating Rate Notes Due 1999	Granaida Group Plc	£50,000,000 Floating Rate Notes Due 1998	Republic of Austria	£50,000,000,000 6 1/4 per cent. Notes Due 2003
Abbey National Treasury Services PLC	US\$200,000,000 6.50% Guaranteed Notes Due 1998	Granaida Group Plc	£100,000,000 Floating Rate Notes Due 1999	Republic of Austria	US\$400,000,000 7.75% per cent. Notes Due 2002
Abbey National Treasury Services PLC	Italian Lire 390,000,000,000 9.40% Guaranteed Notes Due 2000	Gran Belt AS	US\$150,000,000 11 1/4 per cent. Bonds 2019	Republic of Austria	US\$400,000,000 7 1/4 per cent. Notes Due 2004
Abbey National Treasury Services PLC	£1,000,000,000 7.125% Guaranteed Notes Due 2001	H.J. Heinz Company	US\$250,000,000 7 1/2% Notes Due 2000	Republic of Austria	US\$400,000,000 7 1/4 per cent. Notes Due 2005
Abbey National Treasury Services PLC	£200,000,000 7.125% Guaranteed Notes Due 1998	Halifax plc	£200,000,000 7 3/4% Notes due 1998	Republic of Austria	US\$50,000,000 5 per cent. Bonds Due 2001
Abbey National Treasury Services PLC	Italian Lire 200,000,000,000 7% Callable Guaranteed Notes Due 2001	Halifax plc	£100,000,000 Collared Floating Rate Notes due 2003	Republic of Austria	Can\$300,000,000 7 3/8% Notes Due 2003
Abbey National Treasury Services PLC	Italian Lire 400,000,000,000 8% Guaranteed Callable Reverse Floating Rate Notes Due 2007	Halifax plc	£50,000,000 6 1/2 per cent. Bonds due 2004	Republic of Austria	A\$100,000,000 + 1/2 percent. Bonds Due 2005
Abbey National Treasury Services PLC	US\$750,000,000 6.375% Guaranteed Notes Due 2002	Halifax plc	£500,000,000 Floating Rate Notes 1999	Republic of Austria	£200,000,000 4 per cent. Notes Due 2004
Abbey National Treasury Services PLC	£10,000,000 4.125% Guaranteed Notes Due 1998	Halifax plc	£200,000,000 8 3/4 per cent. Subordinated Bonds 2000	Republic of Austria	US\$175,000,000 3.5/8 per cent. Bonds Due 2000
Abbey National Treasury Services PLC	Euro Medium Term Note Programme (formerly issued in the name of National & Provincial Building Society)	Halifax plc	£200,000,000 11 per cent. Subordinated Bonds 2014	Republic of Austria	US\$400,000,000 8 1/2 per cent. Notes Due 2006
ABN-AMRO	US\$1,000,000,000 Global Limited Recourse Debt Issuance Programme	Halifax plc	US\$300,000,000 6 1/2 per cent. Notes 2002	Republic of Austria	US\$400,000,000 6 1/4 per cent. Notes Due 2005
Aleutel Alsthom SA	Euro Medium - Term Note Programme	Halifax plc	£200,000,000 Step Up Callable Floating Rate Subordinated Notes 2012	Republic of Austria	US\$800,000,000 6.375% Notes Due 1999
Allied Domtar PLC	£150,000,000 10.5/8 per cent. Bonds due 1999	Halifax plc	£300,000,000 9 3/8 per cent. Subordinated Bonds 2021	Republic of Austria	FF 5,000,000,000 5.57% Bonds Due 2004
Asian Development Bank	US\$500,000,000 7.5% Bonds due 2002	Halifax plc	FRF 3,000,000,000 8 per cent. Notes 2001	Republic of Finland	£350,000,000 10.3/8 per cent. Bonds 1998
Asian Development Bank	US\$500,000,000 6.375% Bonds due 2003	Halifax plc	£200,000,000 6 3/8 per cent. Subordinated Bonds 2021	Republic of Finland	ECU 500,000,000 8 3/4 per cent. Bonds due 2001
Banca di Napoli S.p.A. (London Branch)	US\$100,000,000 Floating Rate Depositary Receipts Due 1999	Halifax plc	£200,000,000 10 1/2 per cent. Subordinated Notes due 2018	Republic of Finland	YEN 50,000,000,000 6 per cent. Notes Due 2002
Banco di Napoli S.p.A. (London Branch)	US\$150,000,000 Floating Rate Depositary Receipts Due 1998	Halifax plc	£100,000,000 Collared Floating Rate Notes Due 2003	Republic of Finland	ECU 500,000,000 8 3/8 per cent. Bonds due 1999
Banco di Napoli S.p.A. (London Branch)	US\$250,000,000 Floating Rate Depositary Receipts Due 1999	Halifax plc	FRF2,000,000,000 5.5/7 per cent. Notes 2009	Republic of Finland	EUR 500,000,000 6 1/4 per cent. Notes Due 2005
Bank of Greece	US\$100,000,000 Floating Rate Notes Due 2003	Halifax plc	FRF500,000,000 Step-up Callable Fixed Rate Notes 2007	Republic of Austria	US\$820,000,000 6.375% Notes Due 1999
Bank of Greece	£100,000,000 9 3/4 per cent. Bonds 2003	Halifax plc	NLG 1,000,000,000 5.3/5 per cent. Notes due 2008	Republic of Austria	FF 5,000,000,000 5.57% Bonds Due 2004
Bank of Queensland Limited	US\$500,000,000 Euro Medium Term Note Programme	Halifax plc	FRF1,000,000,000 CNO-TEG 10 Indexed Interest Rate Notes 2009	Republic of Finland	£350,000,000 10.3/8 per cent. Bonds 1998
Bankinter International Cayman	US\$1,000,000 Euro Medium Term Note Programme	Halifax plc	FRF300,000,000 Step-up Callable Notes 2007	Republic of Finland	ECU 500,000,000 8 3/4 per cent. Bonds due 2001
Bayerische Landesbank Giessenmehr	£300,000,000 8 1/2% Subordinated Bonds Due 2003	Halifax plc	FRF300,000,000 8 3/4 per cent. Notes 2008	Republic of Finland	YEN 50,000,000,000 6 per cent. Notes Due 2002
BGB Finance (Ireland) Plc	US\$10,000,000,000 Euro Medium Term Note Programme	Halifax plc	FRF1,000,000,000 6 1/2 per cent. Bonds Due 2009	Republic of Finland	ECU 500,000,000 8 3/8 per cent. Bonds due 1999
BGB Finance (Ireland) Plc	GBP 150,000,000 8.00 per cent. Guaranteed Subordinated Notes Due 2012	Halifax plc	FRF500,000,000 6 3/8 per cent. Subordinated Bonds 2021	Republic of Finland	EUR 500,000,000 6 per cent. Bonds Due 2001
Bikuben Ciobanu A/S	US\$1,000,000,000 Euro Medium Term Note Programme	Halifax plc	FRF500,000,000 Step-up Callable Fixed Rate Notes 2007	Rheinherz Rheinische Hypothekenbank Aktiengesellschaft	DM2,000,000,000 5.625% Global Public Sector Bonds due 2001
Birmingham Midland Building Society	£150,000,000 Floating Rate Notes 1999	Halifax plc	NLG 1,000,000,000 5.3/5 per cent. Notes due 2008	Rheinherz Rheinische Hypothekenbank Aktiengesellschaft	£750,000,000 6 per cent. Subordinated Notes due 2009
Birmingham Midland Building Society	£750,000,000 Note Programme	Halifax plc	FRF1,000,000,000 CNO-TEG 10 Indexed Interest Rate Notes 2009	Sara Lee Corporation	US\$1,000,000,000 Euro Medium Term Instrument Programme
Bradford & Bingley Building Society	£150,000,000 Floating Rate Notes Due February 1999	Halifax plc	FRF300,000,000 Step-up Callable Notes 2007	Scottish Power plc	£200,000,000 8 1/8 per cent. Bonds Due 2017
Bradford & Bingley Building Society	Up To £200,000,000 Floating Rate Notes Due 1999	Halifax plc	FRF300,000,000 8 3/4 per cent. Notes 2008	Scottish Power plc	US\$2,000,000,000 Debt Issuance Programme
Bradford & Bingley Building Society	US\$4,000,000,000 Euro Medium Term Note Programme	Halifax plc	FRP2,000,000,000 6.75 per cent. Notes 2008	Slough Estates plc	£100,000,000 11 5/8 per cent. Bonds Due 2012
Britannia Building Society	US\$8,000,000,000 Euro Medium Term Note Programme	Halifax plc	FRP2,000,000,000 6.75 per cent. Notes 2014	Slough Estates plc	£100,000,000 10 per cent. Bonds 2017
Cadbury Schweppes Public Limited Company	£150,000,000 8 per cent. Notes due 2000	Halifax plc	FRP2,000,000,000 6.75 per cent. Notes 2009	Stukraft SF	£50,000,000,000 Euro Medium Term Note Programme
Carroll Incorporated	US\$1,000,000,000 Euro Medium Term Note Programme	Halifax plc	FRS500,000,000 6.375 per cent. Bonds Due 2004	Stukraft SF	£50,000,000,000 6.125 Per Cent. Notes Due 2001
Cheltenham and Gloucester plc	Note Programme	Halifax plc	FRS500,000,000 6.375% Notes Due 2002	The Council of Europe Resettlement Fund For National Refugees And Overpopulation In Europe	YEN 35,000,000,000 6 7/8 per cent. Bonds Due 2001
Cheltenham and Gloucester plc	£150,000,000 7 7/8% Notes Due 24/6/1998	Halifax plc	FRS500,000,000 6 3/4 per cent. Notes Due 2001	The Government of Israel (on behalf of the State of Israel)	US\$70,000,000 Euro Medium Term Note Programme
Commerzbank Overseas Finance N.V.	£150,000,000 6 1/4 per cent. Guaranteed Notes Due 1999	Halifax plc	FRS500,000,000 6 3/8 per cent. Bonds Due 2001	The Kingdom of Belgium	ECU 1,250,000,000 9 1/8% Notes due 1996
CPC Surrey	£183,000,000 8.10% Guaranteed Bonds due 2003	Halifax plc	FRS500,000,000 6 3/8 per cent. Notes Due 1998	The Kingdom of Belgium	£50,000,000,000 6 7/8 per cent. Notes due 2001
Credit Foncier De France	US\$500,000,000 8 per cent. Bonds due 2002	Halifax plc	FRS500,000,000 6 3/8 per cent. Bonds Due 2000	The Kingdom of Belgium	£50,000,000,000 6 7/8 per cent. Notes Due 1996
Credit Local de France	US\$20,000,000,0				

COMPANIES & FINANCE: THE AMERICAS

CANADA TRANSPORT GROUP ORDERED TO PAY US\$141m ON LOSING CASE OVER 'DUTCH SANDWICH' FINANCE DEAL

Laidlaw shares slide after US tax ruling

By Scott Morrison in Toronto

Shares in Laidlaw, the Canadian transport and medical services group, were down about 12 per cent yesterday after a US court ruled the company owed US\$141m in back taxes and interest.

The company said the Internal Revenue Service had asserted additional claims that could require the company to pay a further US\$290m.

The court ruling relates to finance that Laidlaw's Dutch subsidiary provided for its US entity from 1986-88.

Through a financing arrangement known as a "Dutch sandwich", Laidlaw recorded the advances as debt and tax-deductible interest contributions, which enabled the company to reduce its tax obligations.

The court, however, ruled that Laidlaw should have booked the advances as

equity and ordered the company to pay almost US\$950m in back taxes and US\$91m in interest.

Laidlaw said the IRS had made similar claims against the company for the three years ending in 1991, and could proceed with further claims for the years to 1994.

After 1994, Laidlaw set up a similar financing entity in Ireland but it was not immediately clear whether the IRS would pursue similar

claims against that. Laidlaw said it was surprised and disappointed by the ruling, as its returns properly reflected operating results for the three years in question. It would review the court ruling and was likely to appeal. "We're not planning to send [the IRS] a cheque next week," said James Bullock, Laidlaw chief executive.

Laidlaw was one of several multinational groups that used the "Dutch sandwich",

but congressional leaders have recently taken a harder line against foreign-based corporations using variations in international tax laws to minimise US obligations.

Ron Malorano, an international tax expert at KPMG consultancy, said: "The US, more than most jurisdictions, argues substance over form. They look at the financing instrument to determine what it looks like and

what it smells like, rather than what it claims to be."

Laidlaw said it had tax reserves of US\$200m, accrued as the case proceeded. Mr Bullock said the initial ruling would not affect earnings, but if the courts found back taxes were owed for 1988-94, the company would take a charge of some US\$300m.

Laidlaw shares were down C\$2.05 to C\$15.75 in midday trading.

GM strike hits parts suppliers

By Richard Waters in New York

The impact of the General Motors strike spread to other companies in the US automotive industry yesterday as two more parts suppliers reported lost sales and profits as a result of the 26-day stoppage.

ITT Industries, one of the largest US parts makers, said the strike, which began at a GM parts plant in Flint, Michigan, had caused it \$40m in lost sales in its second quarter to June. That would reduce operating profits by \$1.8m and earnings per share by 8 cents, the company added.

Simpson Industries, which sells powertrain - engine, gearbox and chassis parts - to GM, said the strike would shave 3.5 cents a share from its earnings for the quarter.

GM itself said earlier this week that the strike had cost it \$1.15bn in lost profits in the second quarter, and analysts estimate that the stoppage, which has brought most of its North American

operations to a halt, is costing it about \$80m a day.

Despite the losses, most observers believe that GM and its suppliers can make up a large part of their lost sales if the strike ends soon.

The company's July sales were expected to fall anyway, following a strong June, said David Healey, analyst at Burnham Securities. The 24 per cent jump in June to nearly 500,000 cars and light trucks, reflected the fact that "loyalty coupons" sent to customers offering them a discount on new vehicles - expired at the end of the month, he said. That prompted a rush of sales that was likely to be followed by a lull in July.

GM's plants were due to be closed for two weeks for the company's regular summer shutdown, regardless of the strike. With the factories scheduled to resume operations next weekend, many observers expect a return to serious negotiations between the company and the United Auto Workers union next week.

Back to basics in Venezuelan banking

Arrival of overseas banks has yet to put an end to inefficiencies, writes Raymond Colitt

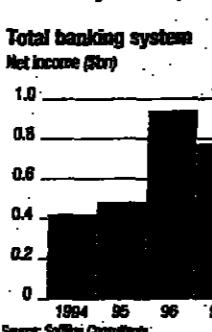
Following Venezuela's 1994 financial meltdown, during which nearly half of the banking system fell into state hands, the arrival of well-capitalised overseas banks was welcome. They now account for half of the country's banking assets, and have introduced international standards and a new array of products.

Yet, contrary to widespread expectations, the foreign banks have not been able to improve customer service considerably. Clients continue to complain about long queues and even the superintendent of banks, Francisco Debora, has said foreign banks have brought little evident improvements.

One of the banks caught up in the controversy is Spain's Banco Bilbao Vizcaya, which in March 1997 acquired a 40 per cent controlling share of Banco Provincial for \$350m. With assets of Bs2.330bn (\$4.57bn), Provincial has a share of 23.7 per cent, making it the country's largest bank by far.

"We are the first to admit that our service is not what we would like it to be," says Juan Carlos Zorrilla, executive president of Provincial, echoing BBV chairman, Pedro Luis Urkarte, who said he was "unhappy" with the service provided by Provincial on a visit earlier this year to Caracas.

Service and product quality in Venezuelan banking were far below international



standards to begin with in particular, Provincial's operations, administration and technology base were so poor that BBV has been struggling to turn the bank around, let alone improve service.

"It's like redoling the foundation of a building without tearing it down. At first there's no visible improvement, but in the end you have a better, more solid building," he says. When BBV took over the management, Provincial was bursting at its seams. While nearly doubling its customer base after the 1994 banking crisis, it increased its staff but did not modernise its technology, operations or management structure.

The result was an overstuffed, inefficient bank with an inflexible, hierarchical management. Instead of one centralised computer system, Provincial had five incompatible platforms. "The decision was taken to

start from scratch with an entirely new system. That means that service temporarily gets worse before it gets better," says Andres German Otero, general manager of corporate finance. The new \$100m technology platform is to be fully operational by March 1999.

By rationalising operations and implementing new technology, Mr Otero expects that a staff of 5,000 could operate the bank in a couple of years, even with the estimated 200 additional branches by 1999. That compares with 11,600 employees Provincial had last year.

Changing the work attitude of employees has been perhaps the biggest challenge. Staff are bombarded with seminars and training courses, while market research is complemented by a new quality control division that uses undercover "spies" acting as customers to check on branches. "Employees of the month" awards aim to combat apathy and increase productivity.

As part of its efforts to forge a new corporate culture with wider employee participation, BBV has also changed the bank's management structure, creating a total of eight vice-presidentcies. "It was very authoritarian, now there's more team work," says Mr Zorrilla. However, as Jose Grasso,

By Clay Harris
Banking Correspondent

Peter Middleton is stepping down as European chief executive of Salomon Smith Barney, the US investment bank.

Mr Middleton, above, former chief executive of the Lloyd's insurance market and a former monk, said yesterday that the parting was "absolutely amicable". He added: "I've done what I've come to do, and it's time to move on to something else."

He joined Salomon Brothers, as the bank was known before its 1997 takeover by Smith Barney's parent Travellers Group, nearly three years ago.

The Salomon/Smith Barney merger had raised few issues of integration in Europe, he said, but this was

not the case with Travellers' planned merger with Citicorp and Salomon's new joint venture with Japan's Nikko Securities. These changes were on a totally different scale.

"They will take time and there's no quick way of doing it," he said.

"It's a natural time for a new person to come in," Mr Middleton added. Even before the Citicorp and Nikko deals were announced, he had reached an agreement to leave later this year.

He will now go at the end of July. Mr Middleton will decide within a few weeks on his next job, considering options both in financial services and outside the sector.

Salomon said a successor would be named in due course.

Barclays Capital buys Daiwa unit

By Simon Davies

Barclays Capital yesterday announced the acquisition of Daiwa's New York-based global equity financing business in a move designed to build up its securities lending and risk management capabilities. The business was purchased for an undisclosed sum.

The division employs 52 people around the world and will be integrated into Barclays' existing global financing division, which has focused on fixed income securities.

It is another case of a Japanese securities house restructuring its global business in the face of domestic woes.

Daiwa's credit rating has been downgraded by rating agencies, putting the equity fund and fund management clients.

financing division at a competitive disadvantage. Standard & Poor's currently rates Daiwa Securities at BBB+ but with a negative outlook, compared with Barclays' AA rating.

Daiwa is selling its prime brokerage business and related securities lending activities which include collateralised equity financing.

The business will provide support for Barclays' equity derivatives business, one of the few equity-related activities that was retained after the sale of Barclays de Zoete Wedd to Credit Suisse First Boston this year.

The new business will be headed by Kevin Mirabile, who set it up for Daiwa three years ago. It will service primarily hedge fund and fund management clients.

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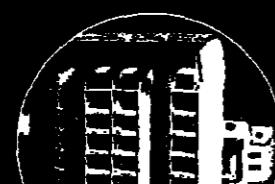
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JULY 1998

can earn money by owning factory, or designer, outlet malls?

And what is factory outlet shopping anyway?

Barry Ginsberg, chief executive of Chelsea GCA, the US's largest and most successful factory outlet Reit and one of the originators of the concept, says the genre exists mostly because manufacturers need it.

In the 1970s, Mr Ginsberg recalls, he was inventory manager for Dansk, the upmarket chain manufacturer. "And I made a mistake. And I had to find a way to get rid of the extra merchandise."

The solution was to open a shop selling high quality goods at a discount. The lower prices made Dansk products available to a wider range of shoppers who previously would not have

spent as much for the same product.

Factory outlets, he says, "are aspirational shopping. It's one level up from what you can afford." That, he says, requires property developers to offer an environment which maintains the brand credibility, even for manufacturers whose only other outlets are on New York City's Madison Avenue.

Industry analysts say the formula apparently works.

Green Street Advisors, an independent Reit share research firm, notes that Chelsea GCA's shares to April 1998 were trading at a premium to underlying assets of 16.5 per cent, well above the Reit industry average of 10.9 per cent.

Scott Malkin, chief

executive of Value Retail, the company that developed and managed Bicester Village, arguably Britain's most successful and upmarket factory outlet centre, says that factory outlets are in fact a hybrid between the property and retailing industries.

"Our customer is the brand," Mr Malkin says. "And these [factory outlets] are the designated outlets of the brand."

The trick, Mr Malkin says, is to allow the retailer to sell excess goods without undermining the brand by creating the atmosphere of a cut-price bazaar.

"We're not involved in discount," he says. "We're involved in value for money."

COMPANIES AND FINANCE: UK

NEWS DIGEST

RETAILERS

Thorn to buy Eclipse Retail for A\$68m

Thorn, the rental company which operates Radio Rentals in the UK, is to buy Eclipse Retail, Australia's second largest rental operator, for A\$68m (\$43m). The deal follows Tuesday's recommended A\$60m (\$1.6bn) offer for Thorn from Nomura International, the Japanese investment bank. The purchase is intended to improve the price Thorn can obtain when it sells its Asia-Pacific operations as part of a programme of sales to concentrate on its core UK operations. Thorn announced last month it was selling its US operations for £245m.

Eclipse Retail, which trades under the name Rento, is part of Philips, of the Netherlands. In the year to December last year, Eclipse made operating profits of A\$10.9m on sales of A\$56.7m. Unlike Radio Rentals, Rento generates nearly all of its sales by telephone, avoiding the need for costly shops. Clearance has already been obtained from the Australian competition authorities.

Thorn also announced the sale of its domestic rental business in the Benelux countries. Robert Wright



Guy Hands brought the concept of principal finance to Nomura

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At the Annual General Meeting of Shareholders held on June 10, 1998, it has been decided to pay a dividend of USD 0.07 (seven cents) per share on or after July 23, 1998 to shareholders of record on July 1, 1998 and to holders of bearer shares upon presentation of coupon no. 19.

Paying Agent: KREDITBANK S.A. LUXEMBOURGOISE
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Fidelity Investments

RUSSIAN INVESTMENT COMPANY
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Siège social: 47 Boulevard Royal, L-1012 Luxembourg
R.C. Luxembourg B 55158**NOTICE OF MEETING**

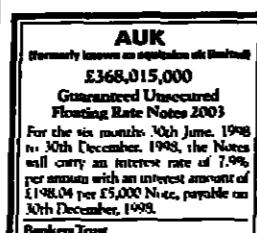
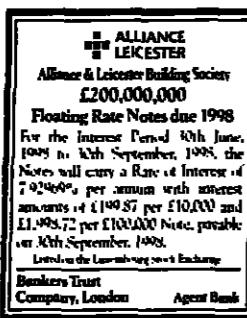
Dear Shareholder:
We have the pleasure of inviting you to attend the Annual General Meeting of shareholders, which will be held on July 23, 1998 at 11.00 a.m. at the registered office at 47 Boulevard Royal, L-1449 Luxembourg, with the following agenda:

AGENDA

1. Presentation of the reports of the Board of Directors and of the Auditor.
2. Approval of the balance sheet, profit and loss account as of March 31, 1998 and the dividend of the net profits.
3. Discharge to be granted to the Directors for the financial year ended March 31, 1998.
4. Action on nomination for the election of The Hon. J. Ogier, Andre Ewinger, Georges Gobin, Lucien Koenig, Pauline and Karen Clarke as Directors and Pierre Wrenhouse as Auditor, for the ensuing year.
5. Any other business which may be properly brought before the meeting.

The shareholders are advised that no quorum for the items of the agenda is required, and that the decisions will be taken at the majority vote of the shares present or represented at the Meeting. Each share is entitled to one vote. A shareholder may act at any Meeting by proxy.

By order of the Board of Directors

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Interested parties may obtain the relevant titles from the Head Office of C.T.A. at 12, Rue de Holland - 1000 TUNIS

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Marina Cap Monastir
Tel: 216 3 462 395
Fax 216 3 464 999

a) The outer envelope should bear the mention "DO NOT OPEN" - International tender for the sale of Hotel REGENCY - Monastir, and should be addressed to:

Mr. le Président Directeur Général de la Compagnie Touristique Arabe
12, rue de Holland - 1000 TUNIS - TUNISIA
Marina Cap Monastir
B.P. 60 - 5000 Monastir - TUNISIA

b) The inner envelope should be sealed and should contain the documents relevant to the international tender mentioned in the specifications.

The final date for the receipt of the tenders has been set for September 7th 1998.

(The seal for the C.T.A. Bureau d'Ordre or the Post Office seal is proof of date.)

GOLF HOTEL DEVELOPMENT SITE

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Banks seek greater reward from mergers

Simon Davies on the new financing technique being used by Nomura International in the Thorn takeover

A nother great name from British industry bid the dust last week, plucked by a foreign buyer. Thorn, the once powerful consumer electronic conglomerate, was put out of its misery by Nomura International, European arm of the Japanese investment bank.

So far, so routine. But behind this relatively uncomplicated £980m (£1.6bn) agreed offer lies a matter of much wider implication, and not only in the UK. Nomura's bid, if successful, will be the first time a new financing technique has been applied to the takeover of a listed company.

The principal finance arm of Nomura is likely to finance the bid by issuing bonds, backed by cash flows from Thorn's rental business. The method will increasingly bring investment banks as principals into a mergers and acquisitions world hitherto dominated by their clients.

In the beginning came the buccaneering conglomerates of the 1960s and 1970s which pounced on inefficient corporate prey, squeezed out costs and churned out profits. Then the leveraged buy-out teams of the 1980s ran up huge debts (with interest tax-deductible) to topple empires such as the US tobacco giant, RJ Reynolds.

The cash flow of the target company was used to repay the loans and the new owners of the company took on most of the risk. The banks played an advisory role.

Now the investment banks want a greater share of the rewards. Hence the development of the technique called principal finance. The aim is to take much of the potential benefit of a successful takeover, while passing the risks to outside investors.

Nomura was an unlikely source for such a technique, as it is hardly an arcanum in corporate finance. But its principal finance group has outbid Bass and buy-out funds galore to pick up William Hill, the British betting

business, adding this to trophys in rail leasing and low-cost housing.

The concept of principal finance was brought to Nomura by Guy Hands just over three years ago, and the group has already made nearly £15bn worth of deals, including Thorn. And it has spawned an industry of copy-cat businesses at other investment banks. Most banks have concentrated their activities on real estate, but they are moving further afield, with Lehman Brothers recently buying Energy Group's US communications subsidiary, Peabody.

Mr Hands, 33, now has a rock-star salary. Nomura has done well, too. Its £2.2bn investment in AT&T Capital, the leasing arm of the US company, yielded a 70 per cent return in little over a year. And it made about £330m from selling Rail Leasing, the former British Rail leasing subsidiary.

Mr Hands argues: "Apart from our method of valuing the different cash flows of a business, we are doing exactly the same as merchant banks did at the turn of the century." His innovation has been to use securitisation to fund takeovers.

Nomura's standard model is to make an acquisition, switch the assets into a separate holding company, which issues short-term bonds to refinance the acquisition. The assets are effectively turned into securities, hence securitisation.

The proceeds from these bonds could more or less cover Nomura's acquisition costs. And if over a three-year period it improves the business then it can sell out at a hefty profit.

Bond-funded deals are not new - many a bid was funded by the US junk-bond market in the 1980s. But many of Nomura's issues have been structured so as to achieve investment-grade credit ratings - this makes the bonds accessible to a broader spectrum of inves-

tors, and the bonds pay a lower rate of interest.

Mr Hands says that Nomura's competitive advantages are a large balance sheet, low cost of capital, global sales network and its contacts. But investment banks also have some potential disadvantages. One is the attitude of their clients. Andy Stone, head of the principal finance group at CSFB, said: "A minority of clients will say, 'we won't deal with you, because you are no longer just a service provider, you are a competitor'."

Here, Nomura is in a relatively strong position, because of the paucity of its corporate finance client list, but it remains an issue elsewhere. Clearly, clients want to be able to rely on the impartiality of advice.

Then there is the issue of management skills. Mr Stone says: "My biggest fear is that just because we have out-engineered everyone financially, it doesn't mean that we can run a company."

CSFB's response has been to bring in partners to run the company.

There is also the risk that interest rates may go up. Securitisation is a cheap financing tool when rates are falling, because bond inves-

tors have to accept a lower return. But as interest rates rise, so does the cost of refinancing such investments. And stock market exits become hard to find.

But the greatest challenge is that of competition. When Nomura bid for Angel Trains in late 1995, there was one other bidder. Less than a year later when it bid for Amington Homes, the Ministry of Defence's housing business, there were 20 other competitors.

The traditional buy-out funds are now using securitisation techniques for valuing targets. And given the amount of capital raising for buy-out funds, they are under pressure to do deals. Moreover, this is happening at a time when stock markets are hitting all-time highs, pushing up the price of potential targets.

As Mr Hands says: "It would be stupid to suggest that an arbitrage opportunity will remain in the financial markets for any length of time, and no one else will spot it." But the hope is that as the market gets overcrowded in the UK and US, participants can turn to Europe, or even back to Nomura's home territory in Asia.

Paribas sells 8% of Sema

Paribas, the French banking group, yesterday took advantage of the buoyant state of the UK computer services market when it sold an 8 per cent stake in Sema Group for £270m. The disposal left Paribas with a 14 per cent interest in the Anglo-French software and services company. The bank said it had agreed to make no further sales for six months. France Telecom, Sema's biggest shareholder, said it had no intention at present of reducing its 22.5 per cent stake.

Like all large UK information technology groups, Sema has seen its share price rise sharply over the past year driven by demand for services, like the outsourcing of IT staff, and work associated with the year 2000 Millennium computer bug.

Yesterday, the shares, which stood at 310p a year ago, rose 5p to 327p. Paribas's stake was placed among institutional investors at 710p a share. The French bank and HSBC Investment Bank led the global bookbuilding offering.

Pierre Bonelli, chief executive of Sema, said: "The reduction of the Paribas group's holding will serve to further broaden the ownership of the company's shares amongst major institutions as well as enhance liquidity."

Paribas's sale comes almost a year after Sema restructured its shareholding to enable it to expand its US operations. The banking group's significant shareholding had meant Sema was deemed a financial institution and had been restricted in selling non-financial products. Christopher Price

No referral for £1.5bn T&N bid

Nigel Griffiths, competition and consumer affairs minister, confirmed expectations that Federal-Mogul's £1.5bn takeover of T&N, the larger automotive components group, would not be referred to a Monopolies and Mergers Commission yesterday. Mr Griffiths said the Director General of Fair Trading received no representations on the takeover, despite his request for views on proposals that Federal-Mogul should divest T&N's thin-wall bearings assets. Andrew Edgecliffe-Johnson

21251D



FINANCIAL TIMES

Finance

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JPL/10/98

EQUITIES

Japan bank plans take off shine

EUROPEAN OVERVIEW

By Martin Dickson,
Financial Editor

Trans-European equity indices moved sluggishly higher yesterday in trade that lacked clear direction, with the FTSE Eurotop 100 index closing up 17.47 at 2,958.72.

Disappointment at the scope of the Japanese government's plan to resolve the problems of bad bank debt was offset by positive stories on individual European stocks and benign US payroll statistics.

The FTSE Eurotop 300

index ended the day at 1,276.06, up 5.21, while the Ebeloc 100 index, which tracks stocks from countries joining European monetary union in the first wave, closed up 3.68 at 1,084.02.

In the bond markets, eurozone governments closed higher, helped by hopes of a new round of safe-haven buying from Asia. The benchmark 10-year German bund was quoted in late trading around 103.90, up 0.31, for a yield of 4.73, down from 4.77.

Among sectors, the best performance came from healthcare, which put on 3.19 per cent as Nycomed

Amersham rose Ecu 0.20 to Ecu 7.18.

Investment companies rose 0.45 per cent, with Générale de Belgique adding Ecu 7 to Ecu 159.14.

Telecoms was up 1.88 per cent, with strong rises in UK mobile companies Orange -

Ecu 0.50 ahead at Ecu 10.37 - and Vodafone - up Ecu 0.30

at Ecu 12.43 - on the industry's strong second-quarter customer growth.

Oil stocks were firmer, with the integrated sector up 0.86 per cent. Brent futures rose on fears that a strike by Venezuelan petrochemical workers could lead to industrial output by oil workers in

the country. Royal Dutch rose Ecu 0.50 to Ecu 51.18, while Petrofina was Ecu 9.50 ahead at Ecu 391.74.

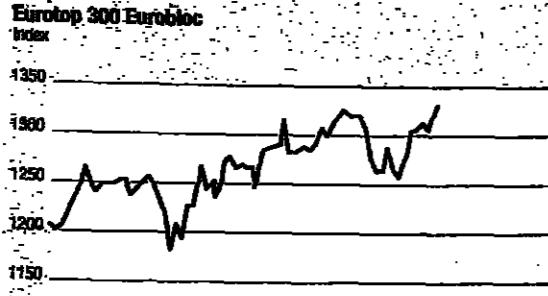
Other rising sectors included engineering, up 1.31 per cent, and chemicals, up 1.29 per cent.

Among the fallers, the biggest drop came from information technology, which dipped 1.90 per cent. Cap Gemini rose Ecu 2 to Ecu 146.84, but SAP (pre-fall) Ecu 19 to Ecu 502.35. Other declining sectors included paper and packaging, down 1.51 per cent, and diversified industrials, which dipped 1.69 per cent, with Veba down Ecu 1.90 at Ecu 57.54.

The FTSE Eurotop 300

closed up 1.40 at 2,958.72.

Source: FTSE International



FTSE Eurotop 300

Index July 1997 July 1998

Source: FTSE International

FTSE Actuaries Share Indices

Produced in conjunction with the Faculty and Institute of Actuaries

July 02

Market & Regional Indexes

Euro & Dlr points

Dlr's change %

Yield %

Total rate %

FTSE Eurotop 300

1276.06 +0.41 +5.21 2.16 10.59 1304.05

FTSE Eurotop 100 2652.73 +0.59 +17.47 2.17 24.67 1052.33

FTSE Ebox 100 109.00 +0.35 +17.89 1.76 11.71 107.33

FTSE Eurotop 300 Regions

UK 1330.20 +0.35 +4.64 1.81 17.55 1330.41

1105.31 +0.35 +4.14 2.74 21.44 1226.22

Europe Ex-Sweden 1237.37 +0.47 +5.78 2.68 16.45 1283.95

Europe Ex-Sweden 1322.75 +0.27 +3.98 1.85 16.03 1346.12

FTSE Eurotop Industry Indexes

RESOURCES 1227.46 +0.29 +1.10 2.22 19.78 1052.64

Executive Initiatives 795.49 +0.74 +5.93 3.95 0.00 795.49

Oil Integrated 933.72 +0.68 +4.44 2.81 22.95 1007.00

Oil Exploration & Prod 978.08 +0.68 +4.55 2.98 22.95 978.08

GENERAL MANUFACTURERS 1254.05 +0.59 +7.33 2.12 17.28 1278.02

Construction 957.76 +0.43 +4.15 2.00 0.00 957.76

Building Mater & Metals 1074.98 +0.28 +4.08 2.55 7.85 1074.98

Automotive 1074.49 +0.28 +4.04 2.55 7.85 1074.49

Dispersed Industries 1028.19 +1.59 +16.63 2.14 18.20 1044.39

Healthcare 1058.88 +1.18 +12.23 1.73 3.25 1058.19

Engineering 1023.24 +1.31 +13.63 3.11 6.57 1050.02

Paper, Ptg & Printing 1041.17 +0.51 +4.74 2.42 0.00 1031.17

CONSUMER GOODS 1208.94 +0.32 +3.89 1.85 12.21 1236.14

Automotives 1163.95 +0.65 +7.48 0.98 6.88 1171.30

Aerospace, Electronics 1014.22 +0.57 +5.72 2.28 5.62 1020.22

Food & Beverage 1020.41 +0.57 +5.72 2.28 5.62 1020.41

Household Goods & Texts 1103.34 +1.83 +20.55 1.59 7.01 1112.54

Pharmaceuticals 1023.09 +0.22 +2.59 3.32 2.07 1031.25

Tobacco 1084.17 +0.57 +7.12 4.12 1.87 1056.17

SERVICES 1257.33 +0.75 +8.38 1.98 15.55 1284.42

Hotels & Restaurants 998.34 +1.08 +11.07 1.16 11.57 1010.55

Leisure & Hotels 1000.18 +1.27 +12.62 2.53 8.12 1017.21

Retailers, Food 1095.51 +0.33 +3.43 5.82 10.22 1098.51

Retailers, General 1042.49 +0.46 +4.79 2.23 10.25 1053.30

Telecommunications 1113.95 +0.59 +20.55 1.50 7.38 1121.74

Business, Pkts & Rep 1003.97 +1.38 +10.71 3.07 8.85 1015.07

Support Services 1077.10 +1.16 +12.03 0.97 10.77 1077.21

Information Technology 1260.57 +1.58 +24.41 3.32 22.22 1283.44

UTILITIES 1398.36 +1.42 +18.82 3.23 20.57 1472.35

Electricity 1095.22 +1.28 +15.94 5.49 24.95 1072.59

Gas Distribution 1222.24 +1.35 +15.09 7.70 34.81 1032.08

Water 1074.03 +0.32 +3.40 4.05 28.85 1050.67

FINANCIALS 1393.36 +0.08 +1.24 2.36 20.00 1423.22

Bank, Retail 1094.42 +0.48 +4.95 2.86 8.09 1018.05

Bank, Whols 1082.25 +0.95 +8.70 2.86 7.32 1022.00

Insurance 1080.86 +0.57 +7.33 3.19 10.59 1091.57

Other Financial 969.32 +1.73 +17.05 2.03 13.22 1050.41

Investment Companies 1003.73 +0.46 +8.18 2.05 20.05 1114.23

Property 985.80 +0.50 +3.27 2.21 16.01 991.78

FTSE EUROTOP 300 INDEX FUTURES (LTS) Ecu per lot Index point

Open Set price Change High Low Est. vol Open Int.

Sep 3000.0 2922.0 +2.0 3000.0 3000.0 50 954 2922.0

Dec 3027.0 +2.0 3027.0

Source: FTSE International. Subject to revision next day. Dlr = US dollar.

OTHER INDICES

Jul 02 Jul 01 Jun 30 May 29 Apr 28 Mar 27 Feb 26 Jan 25 Dec 24 Nov 23 Oct 22 Sep 21 Aug 20 Jul 19 Jun 18 May 17 Apr 16 Mar 15 Feb 14 Jan 13 Dec 12 Nov 11 Oct 10 Sep 09 Aug 08 Jul 07 Jun 06 May 05 Apr 04 Mar 03 Feb 02 Jan 01 Dec 00 Nov 00 Oct 00 Sep 00 Aug 00 Jul 00 Jun 00 May 00 Apr 00 Mar 00 Feb 00 Jan 00 Dec 99 Nov 99 Oct 99 Sep 99 Aug 99 Jul 99 Jun 99 May 99 Apr 99 Mar 99 Feb 99 Jan 99 Dec 98 Nov 98 Oct 98 Sep 98 Aug 98 Jul 98 Jun 98 May 98 Apr 98 Mar 98 Feb 98 Jan 98 Dec 97 Nov 97 Oct 97 Sep 97 Aug 97 Jul 97 Jun 97 May 97 Apr 97 Mar 97 Feb 97 Jan 97 Dec 96 Nov 96 Oct 96 Sep 96 Aug 96 Jul 96 Jun 96 May 96 Apr 96 Mar 96 Feb 96 Jan 96 Dec 95 Nov 95 Oct 95 Sep 95 Aug 95 Jul 95 Jun 95 May 95 Apr 95 Mar 95 Feb 95 Jan 95 Dec 94 Nov 94 Oct 94 Sep 94 Aug 94 Jul 94 Jun 94 May 94 Apr 94 Mar 94 Feb 94 Jan 94 Dec 93 Nov 93 Oct 93 Sep 93 Aug 93 Jul 93 Jun 93 May 93 Apr 93 Mar 93 Feb 93 Jan 93 Dec 92 Nov 92 Oct 92 Sep 92 Aug 92 Jul 92 Jun 92 May 92 Apr 92 Mar 92 Feb 92 Jan 92 Dec 91 Nov 91 Oct 91 Sep 91 Aug 91 Jul 91 Jun 91 May 91 Apr 91 Mar 91 Feb 91 Jan 91 Dec 90 Nov 90 Oct 90 Sep 90 Aug 90 Jul 90 Jun 90 May 90 Apr 90 Mar 90 Feb 90 Jan 90 Dec 89 Nov 89 Oct 89 Sep 89 Aug 89 Jul 89 Jun 89 May 89 Apr 89 Mar 89 Feb 89 Jan 89 Dec 88 Nov 88 Oct 88 Sep 88 Aug 88 Jul 88 Jun 88 May 88 Apr 88 Mar 88 Feb 88 Jan 88 Dec 87 Nov 87 Oct 87 Sep 87 Aug 87 Jul 87 Jun 87 May 87 Apr 87 Mar 87 Feb 87 Jan 87 Dec 86 Nov 86 Oct 86 Sep 86 Aug 86 Jul 86 Jun 86 May 86 Apr 86 Mar 86 Feb 86 Jan 86 Dec 85 Nov 85 Oct 85 Sep 85 Aug 85 Jul 85 Jun 85 May 85 Apr 85 Mar 85 Feb 85 Jan 85 Dec 84 Nov 84 Oct 84 Sep 84 Aug 84 Jul 84 Jun 84 May 84 Apr 84 Mar 84 Feb 84 Jan 84 Dec 83 Nov 83 Oct 83 Sep 83 Aug 83 Jul 83 Jun 83 May 83 Apr 83 Mar 83 Feb 83 Jan 83 Dec 82 Nov 82 Oct 82 Sep 82 Aug 82 Jul 82 Jun 82 May 82 Apr 82 Mar 82 Feb 82 Jan 82 Dec 81 Nov 81 Oct 81 Sep 81 Aug 81 Jul 81 Jun 81 May 81 Apr 81 Mar 81 Feb 81 Jan 81 Dec 80 Nov 80 Oct 80 Sep 80 Aug 80 Jul 80 Jun 80 May 80 Apr 80 Mar 80 Feb 80 Jan 80 Dec 79 Nov 79 Oct 79 Sep 79 Aug 79 Jul 79 Jun 79 May 79 Apr 79 Mar 79 Feb 79 Jan 79 Dec 78 Nov 78 Oct 78 Sep 78 Aug 78 Jul 78 Jun 78 May 78 Apr 78 Mar 78 Feb 78 Jan 78 Dec 77 Nov 77 Oct 77 Sep 77 Aug 77 Jul 77 Jun 77 May 77 Apr 77 Mar 77 Feb 77 Jan 77 Dec 76 Nov 76 Oct 76 Sep 76 Aug 76 Jul 76 Jun 76 May 76 Apr 76 Mar 76 Feb 76 Jan 76 Dec 75 Nov 75 Oct 75 Sep 75 Aug 75 Jul 75 Jun 75 May 75 Apr 75 Mar 75 Feb 75 Jan 75 Dec 74 Nov 74 Oct 74 Sep 74 Aug 74 Jul 74 Jun 74 May 74 Apr 74 Mar 74 Feb 74 Jan 74 Dec 73 Nov 73 Oct 73 Sep 73 Aug 73 Jul 73 Jun 73 May 73 Apr 73 Mar 73 Feb 73 Jan 73 Dec 72 Nov 72 Oct 72 Sep 72 Aug 72 Jul 72 Jun 72 May 72 Apr 72 Mar 72 Feb 72 Jan 72 Dec 71 Nov 71 Oct 71 Sep 71 Aug 71 Jul 71 Jun 71 May 71 Apr 71 Mar 71 Feb 71 Jan 71 Dec 70 Nov 70 Oct 70 Sep 70 Aug 70 Jul 70 Jun 70 May 70 Apr 70 Mar 70 Feb 70 Jan 70 Dec 69 Nov 69 Oct 69 Sep 69 Aug 69 Jul 69 Jun 69 May 69 Apr 69 Mar 69 Feb 69 Jan 69 Dec 68 Nov 68 Oct 68 Sep 68 Aug 68 Jul 68 Jun 68 May 68 Apr 68 Mar 68 Feb 68 Jan 68 Dec 67 Nov 67 Oct 67 Sep 67 Aug 67 Jul 67 Jun 67 May 67 Apr 67 Mar 67 Feb 67 Jan 67 Dec 66 Nov 66 Oct 66 Sep 66 Aug 66 Jul 66 Jun 66 May 66 Apr 66 Mar 66 Feb 66 Jan 66 Dec 65 Nov 65 Oct 65 Sep 65 Aug 65 Jul 65 Jun 65 May 65 Apr 65 Mar 65 Feb 65 Jan 65 Dec 64 Nov 64 Oct 64 Sep 64 Aug 64 Jul 64 Jun 64 May

Yen W

Bund futures jump on US jobs data

GOVERNMENT BONDS

By Jeremy Gran in London and John Labate in New York

European prices rose yesterday, swept higher by US jobs data showing unemployment at a three-month high, disappointment that Japan's bank rescue plan did not appear to go far enough and a stronger dollar.

The benchmark German bond futures contract reached record highs in reaction to the US figures, which also showed non-farm payrolls for June expanding by the slowest month-on-month rate since March.

Markets interpreted this as a sign that the US economy was growing more slowly, in spite of agreement among economists that the employment figures were to some extent distorted by the recent strike by workers at General Motors.

This, and the perception that Japan's bank debt plan did not prove to be sufficiently hard-hitting, is likely to keep bonds well-bid in the short term, analysts said.

"I think the markets are suggesting the Japanese economy is not going to see an early recovery. What you had [yesterday] out of Japan underpins the safe haven flows and on the domestic funds side you had some US statistics that were supportive for bonds," said Han de Jong, head of fixed income research at ABN Amro in Amsterdam.

Markets were also waiting to see how the US would react to the Japanese package, with the tone of its response seen as a strong indicator for the near-term direction of US bonds.

US TREASURIES moved higher after the release of the closely-watched employment report and as traders

expressed disappointment with the Japanese banking policy proposals.

By early afternoon the benchmark 30-year bond had gained 1 to 107%, yielding 5.59% per cent.

The two-year note rose 4 to 99%, yielding 5.425 per cent while the 10-year note gained 1 to 101%, yielding 5.401 per cent.

Payrolls rose 205,000 in June, sharply below the 309,000 rise the month earlier. The unemployment rate increased to 4.5 per cent.

"It was right on consensus," said Claude Persico, economist at Dresdner Kleinwort Benson. "We're seeing a sustained slowdown in the second quarter."

Traders said Treasuries did not rise as far as might have been expected as bond-friendly economic news had already been priced in earlier in the week, after two reports on manufacturing

activity. Trading was thin ahead of a long holiday weekend. The market will be closed today.

GERMAN BUNDS were buoyed by a stronger dollar initially and rose further later after the release of the US jobs data.

The price of the September 10-year bond futures contract hit a record 108.74, before settling up 0.28 at 108.43. Volume was heavy, with 441,000 contracts traded in Frankfurt.

UK GILTS underperformed other core European markets, held back partly by comments from a senior monetary policy official warning of the need to keep interest rates high.

Traders said gilts had failed to move in tandem with core Europe owing to wariness over next week's MPC meeting, at which it is possible interest rates may rise again.

A Confederation of British Industry retail sales report showed annual retail sales volumes had slowed in June in spite of expectations of an increase. The figure meshed with a view among many economists that interest rates need not rise again next week as the economy is clearly slowing.

However, Bank of England monetary policy committee member Willem Buiter said the Bank would persist with a tight monetary policy as long as domestic demand posed a risk to inflation.

Today sees the publication of the purchasing managers' services survey.

The September 10-year futures contract settled up 0.14 at 108.99 in modest volume of 56,000 contracts traded. In the cash market, the spread between the benchmark gilt and bond contracts widened 2 basis points to 118 points.

Electricité de France prepares E1bn bond

By Vincent Boland

Electricité de France, the French utility, is preparing to tap the markets with a E1bn bond issue aimed at investors in the French, German and Dutch markets that prefer bonds with some domestic characteristics.

The bond, which could be issued next week but is awaiting enabling legislation in France, will be similar to domestic issues from those markets while retaining its eurobond characteristics.

It will be listed in Paris, Frankfurt and Amsterdam, and investors will be able to use local settlement agencies and receive a prospectus in French, German or (for Dutch investors) English.

"There are investors who prefer to buy something with a bit of a domestic flavour and this bond will be targeted at them," said Christophe Angely, managing director at Deutsche Bank, sole book-runner for the issue and joint lead manager with CDC Marchés. "We have looked at what investors wanted and sought a single currency solution."

Mr Angely declined to comment on pricing but other bankers said it would be priced to ensure heavy demand so all the paper would be sold.

The EDF bond will be issued under the mutual recognition directive of the European Commission, which enables an issue approved by one regulatory authority - in this case the COB in Paris - to be issued on a pan-European basis.

"The format is neither a eurobond nor a domestic bond but has all the aspects of both," one banker said. It is expected to have a maturity of 10 to 12 years.

Turnover on Liffe reaches record levels in June

By Daniel Capper

The London International Financial Futures and Options Exchange shrugged off its troubles last month to record its highest ever turnover for a single month. Led by buoyancy in its future on three-month D-Mark interest rates - Liffe's most popular contract - total volume grew by 6 per cent compared with June 1997 to 18.13m contracts.

The exchange sold five separate contracts broke volume records in June. The future on the FTSE 100 index set a daily record on June 15 with 840,790 contracts traded. The future on sterling also set a daily record, on June 17, with 562,054 contracts traded and a monthly record of 3.92m contracts against a previous high of 2.81m contracts.

Records were also set in the future on the Euroswiss contract, the sterling option contract and on one of the exchange's sugar options. The exchange, which, for the first time, was overtaken on a monthly basis by the Deutsche Terminbörse in May, said it had also regained the lead over the DTB last month measured by turnover.

Total volume in the first six months of 1998 rose by 6 per cent to 109m contracts, with an average daily turnover of 22,480m in nominal terms. The exchange, which is due to appoint a new full-time chairman to replace Jack Wiggleworth within the next fortnight, plans to launch daytime electronic trading for equity options in November.

The system, Liffe Connect, will be available for other contracts by mid-1999. Edward Luce

EUROPEAN MUTUAL FUNDS

Equities overtake bonds

European equity mutual funds were bigger than bond funds in May for the first time, and equity funds continue to grow faster than other types of mutual funds, reflecting the continued drive towards equity investment by European retail investors.

The ratio of equities to bonds in European mutual funds has swung from 44 to 56 at the end of 1996 to 50.2 to 49.8 so far this year, according to a report on European mutual funds and cross-border portfolio flows by J.P. Morgan. At the same time, retail investors are putting nearly three times more money into funds that invest in foreign equities than into those that invest in domestic stocks.

J.P. Morgan says confidence in European monetary union is a key factor driving cross-border investment, which is mainly concentrated on other European equity markets with the exception of the UK. "Long-held concerns about the overvaluation of the US equity market, the problems in Japan and the Asian crisis of last autumn are all likely to have limited the appetite for investment outside of Europe," according to Gary Dugan and Tim Henrie, strategists at the bank.

Vincent Boland

Asda issues in sterling sector

INTERNATIONAL BONDS

By Vincent Boland

and Edward Luce

Asda Group, the UK supermarket chain, used last month's well-received results as a platform to tap the sterling sector with a £150m 17-year bond, its longest-dated issue, priced to yield 92 basis points over the 8 per cent gilt of 2015.

The proceeds are to be used for corporate purposes - the supermarket chain has a heavy capital expenditure programme and wanted to take advantage of prevailing long-term interest rates.

The bond is the first in sterling for some weeks and was well received by UK

investors attracted by the name and Asda's good financial performance, according to bankers at Greenwich NatWest, joint lead manager with Merrill Lynch.

"There is an underlying strong desire to buy sterling credit products and this allowed Asda to get an attractive interest rate," one banker said. The bond carries a coupon of 9.5% per cent.

The 17-year maturity - Asda already has outstanding issues maturing in 2007 and 2010 - reflects investor interest in that area of the yield curve.

"Longer dated issues are doing well - that's where investors want to put their money. It makes sense for Asda to tap that part of the

curve," a syndicate banker at Merrill Lynch said.

SAXONY-ANHALT became the first German state to issue a rated bond in a DM2bn offering. The deal, structured as a "euro-Asian" offering to appeal to Japanese and other Asian investors, follows the state's Aaa/Aa minus ratings from Moody's and Standard & Poor's respectively.

Many institutional investors in Asia and elsewhere cannot invest in unrated paper for reasons of risk management.

The issue, launched on Friday, 10 July, with a 10-year maturity, was oversubscribed. It was the first non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager, £2.50. Floating rate note, £25m annual coupon. Fc: fixed reoffer price; float: share at reoffer level; 1: 3-month Libor + Sep. 2: 3-month Libor + 100 bps in Ecu prior to Emu; 3: Long 1st coupon; 4: Short 1st coupon.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Ref date

Coupon

Bid Yield

Offer Yield

High Yield

Low Yield

Mkt Yield

Term Yield

Avg Yield

Open Int.

Avg Price

Change

High

Low

Est. vol.

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FINANCIAL TIMES FRIDAY JULY 3 1998

FTSE 100 backs off after approaching 6,000

MARKET REPORT

By Steve Thompson
UK Stock Market Editor

The London market took the rally that began with the start of the third quarter a stage further yesterday.

At the end of a day featuring a sharp increase in turnover as dealers by-side programme trade activity plus a couple of big placings of stock, the FTSE 100 index finished comfortably ahead up 40.3 at 5,960.2.

But the closing level was well below the session high, which saw the index climb

to within four points of 6,000 amid the morning burst of enthusiasm created by the US interest rate and Japanese bank news.

The FTSE 250 also performed strongly, closing 23.4 up at 5,553.8, having hit a session high of 5,565.6. The FTSE SmallCap maintained its recent poor run and was only 1.4 ahead at 2,601.7 by the close.

Some marketmakers continue to see the market as overbought: "a bubble waiting to burst" as one put it, but he conceded that more takeover activity would provide a prop for the

market overall. Fund managers, too, have tended to adopt a cautious outlook for the UK market.

"The outlook for the UK stock market is clouded by worries about the possibility that profits will be squeezed by rising wage costs and slowing sales growth," said Russell Hogan, investment director at Scottish Equitable Asset Management.

"For now we maintain a neutral view of the UK market but we're watching profit trends carefully for signs that a more cautious stance is warranted," he added.

Sharp gains across the

leaders and second-liners reflected general relief across most European markets that the US Federal Reserve's open market committee had decided to leave interest rates unchanged.

And there was also an element of relief that Japan duly announced the expected package of measures designed to put the Japanese financial system on a sound footing, via its bridge bank.

There was more encouraging news, too, for global markets with the release of the US employment report for June which was in line with forecasts, showing an

expansion of 206,000 jobs over the month compared with a consensus forecast of 200,000.

Other details included a smaller-than-expected increase in average hourly earnings, which rose 0.1 per cent against forecasts of a rise of 0.3 per cent.

Although Wall Street drifted easier during early trading, dealers said there was no real downside pressure from the US data.

"It's much more likely that Wall Street is winding down for the long weekend break," noted one.

On the domestic front,

there was overall relief with the Confederation of British Industry's June survey of distributive sales which showed a slowing of high street sales during June.

While seen as helping reduce the risk of another increase in UK interest rates after next week's two-day meeting of the Bank of England's monetary policy committee, the CBI report brought downside pressure on the retailing sector. But the telecoms arena was abuzz with a spate of excellent new subscriber news.

Turnover in equities at 6pm reached 1.07bn shares, which announced the purchase of the retail assets of regional electricity firm Seaboard earlier this week, was in demand yesterday. The shares improved 13% to 50p.

Sausage skin maker Devro lost another 36 to 331½ following its profits warning on Wednesday.

Appetite for bus stocks was whetted by the announcement from Metrolink that it was to expand in north London by a £42m acquisition. The shares rose 30% to 305p. It will raise £21.5m by a 2-for-5 rights at 215p a share.

The big bus companies also rose, with Stagecoach up 46 to £13.24 and National Express rising 12% to 985½p.

TC Group was the best performer in the FTSE 250. It gained 11.7% to 16.52%.

Dredger Kleinhout Benson has set a price target of £19.40.

London Bridge Software rose 145 to 212 as the company briefed analysts after the recent US acquisition.

Sema was the second-best stock in the market, with 38m traded as about one-third of the stake held by Paribas was placed with institutions by HSBC and Paribas. The stock rose 5 to 25.5p. The stake was placed at 710p, and Paribas retains a 14 per cent holding.

A bid approach to Banner Homes helped the shares shrug off growing interest rate worries.

The company, which has outperformed the FTSE All-Share by about 55 per cent in the past 12 months, rose 17 to 165p.

Other well-known house-builders were among the worst performers in the FTSE 250. Bryant lost 2% to 105p, Bellway 5 to 235½p and Barratt 4 to 237½p.

Wolseley rose 8 to 363p. Mercury Asset Management, which has been a strong buyer of the stock in recent months, now has a 10 per cent stake.

However electrical goods retailer Dixons Group, a

Orange tastes success

COMPANIES REPORT

By Joe Kizana, Peter John and Martin Brice

Telecoms stocks moved sharply higher following bumper subscription figures from Orange, one of the market's star performers this year.

The company said it had attracted a net 11,000 new customers in the first quarter of this year and subscriber growth was 50 per cent higher than the same period a year ago. The shares climbed 3% to a new high of 680p.

Orange, which began this year at 660p, broke through 600p last week.

A clutch of brokers' recommendations has powered the stock for much of the last month with sporadic attempts at profit-taking failing to dent the strong demand for the shares.

Vodafone Group, which published favourable subscription figures on Wednesday, was the busiest Footsie trade as brokers upgraded profit expectations. HSBC raised its target price for the stock from 520p to 510.40. The shares rose 23 to 510p, after trade of 24m.

Cable & Wireless moved to the top of the Footsie with a rise of 43 to 750p. The group

holds 50 per cent stake of One2One, which has also released strong sales data.

Securicor, 40 per cent owner of mobile operator Cellnet, gained 21 to 515p. British Telecommunications, which owns the remaining 50 per cent, ended up 20 at 765p. The company is to cut the price of lines calls to Cellnet and Vodafone mobile phones after agreeing a deal with the two rivals.

Colt Telecom, favoured by Dredger Kleinhout Benson, rose 25 to 226.70.

BG, the pipeline and international arm of the former British Gas monopoly, was a

strong performer in early trading and a very heavily traded Footsie stock.

Investors responded to a big push from BT Alex Brown, which has issued a heavyweight research document claiming there is significant value to be unlocked in the company.

The principal argument is that many sections of the company, particularly the 12 local distribution zones of the TransCo pipeline business, could be sold or demerged.

The broker says contracting out certain aspects of the business in similar fashion to Railtrack could add 15p to 210.

the brokers 387p asset value and a disposal could add 30p. A fortnight ago, BG said it was considering proposals for selling parts of its storage business, worth up to £1bn.

BT Alex Brown also believes successful drilling in the Caspian could add between 10p and 45p to the asset value. The shares moved forward 7 to 363p in volume of 32m following a 9½% rise on Wednesday.

Charter, the international engineering group, announced the end of a link with South Africa, which goes back 10 years. Its listing in Johannesburg is to end on July 24.

The shares, which have risen from their lows in recent weeks in the face of sustained buying from North American value funds who now hold more than 20 per cent, gained 9% to 524.6p.

Selected profit-taking took Billiton, the mining group, down 5 to 132p, the worst performance of the Footsie.

The shares rose sharply on Wednesday following a positive trading update.

Oil group Cairn Energy gained 4 to 278½p with help

from Robert Fleming Securities, which believes that upside potential covers a wide range with possible gas exports to India providing scope for 55% p a share.

British Borneo moved forward 10 to 303p in response to an upgrade from Merrill Lynch. The broker raised its recommendation to "buy" from "accumulate", saying last month's share price falls looked overdone. Merrill expects a positive result from the Suliven appraisal well, currently drilling in the Shetland Islands.

WORLD STOCK MARKETS

Highs & Lows shown on a 52 week basis

FT/S&P ACTUARIES WORLD INDICES

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NEW YORK STOCK EXCHANGE PRICES

4 pm close July 2

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<i>Closing values at 18.00 CET.</i>					
European Sector Indices		CURRENT 27/8/98	PREDICTION 17/8/98	NET CHANGE	% CHANGE
Financials	USD	1314.39	1313.97	+1.52	+0.54
(DAX-TRX)	DEM	2035.52	2042.97	-4.55	-0.36
Non-financial goods	USD	1647.32	1648.23	+0.91	+0.55
(DAX-0000000)	DEM	3042.36	3048.91	+32.55	+1.04
DM	USD	1354.27	1351.70	-2.57	-0.19
(DAX-001)	DEM	1933.48	1936.37	-2.77	-0.14
Non-financial services	USD	1615.43	1622.31	-6.88	-0.44
(DAX-FINANZ)	DEM	3009.08	3025.13	+12.45	+0.41

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JULY 1998

GLOBAL EQUITY MARKETS

US INDICES										US DATA										GLOBAL EQUITY MARKETS																																													
Day	Jul	Jan	Jun	May	1998	Since completion	High	Low	Close	Day	Jul	Jan	Jun	May	1998	Since completion	High	Low	Close	Day	Jul	Jan	Jun	May	1998	Since completion	High	Low	Close																																				
Industrial	9545.67	8522.02	6977.38	8211.84	7550.42	1021.84	41.22	1021.84	8522.02	Industrial	9545.67	8522.02	6977.38	8211.84	7550.42	1021.84	41.22	1021.84	8522.02	Japan	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25																	
Treasury Bonds	105.01	105.18	104.88	105.01	104.42	55.08	5.08	104.42	105.18	Treasury Bonds	105.01	105.18	104.88	105.01	104.42	55.08	5.08	104.42	105.18	France	4252.09	4201.68	4231.45	4201.68	4252.09	2852.54	28.05	4252.09	4201.68	4231.45	4201.68	4252.09	2852.54	28.05	4252.09	4201.68	4231.45	4201.68	4252.09	2852.54	28.05	4252.09	4201.68	4231.45	4201.68	4252.09	2852.54	28.05																	
Transport	3514.00	3475.23	3456.84	3500.02	3194.36	3566.02	13.23	3194.36	3500.02	Transport	3514.00	3475.23	3456.84	3500.02	3194.36	3566.02	13.23	3194.36	3500.02	Germany	102.00	101.80	101.60	101.80	102.00	97.00	0.20	102.00	101.80	101.60	101.80	102.00	97.00	0.20	102.00	101.80	101.60	101.80	102.00	97.00	0.20	102.00	101.80	101.60	101.80	102.00	97.00	0.20	102.00	101.80	101.60	101.80	102.00	97.00	0.20										
Utilities	29.14	23.07	22.42	29.14	27.01	28.14	10.33	27.01	29.14	Utilities	29.14	23.07	22.42	29.14	27.01	28.14	10.33	27.01	29.14	Australia	144.60	144.60	144.60	144.60	144.60	144.60	0.00	144.60	144.60	Canada	144.60	144.60	144.60	144.60	144.60	144.60	0.00	144.60	144.60	144.60	144.60	144.60	144.60	0.00	144.60	144.60	144.60	144.60	144.60	144.60	0.00	144.60	144.60	144.60	144.60	144.60	144.60	0.00	144.60	144.60	144.60	144.60	144.60	144.60	0.00
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Standard & Poor's	1148.50	1123.84	1113.40	1148.50	1123.84	1148.50	4.40	1123.84	1148.50	Standard & Poor's	1148.50	1123.84	1113.40	1148.50	1123.84	1148.50	4.40	1123.84	1148.50	Japan	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25																	
Computers	1148.50	1123.84	1113.40	1148.50	1123.84	1148.50	4.40	1123.84	1148.50	Computers	1148.50	1123.84	1113.40	1148.50	1123.84	1148.50	4.40	1123.84	1148.50	Australia	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25																	
Manufacturing	1338.50	1223.23	1220.04	1338.50	1223.23	1338.50	3.52	1223.23	1338.50	Manufacturing	1338.50	1223.23	1220.04	1338.50	1223.23	1338.50	3.52	1223.23	1338.50	UK	5251.10	5191.30	5180.00	5180.00	5251.10	4700.00	0.00	5251.10	5191.30	5180.00	5180.00	5251.10	4700.00	0.00	5251.10	5191.30	5180.00	5180.00	5251.10	4700.00	0.00	5251.10	5191.30	5180.00	5180.00	5251.10	4700.00	0.00																	
Finance	1337.76	130.85	137.47	1337.76	130.85	1337.76	7.13	130.85	1337.76	Finance	1337.76	130.85	137.47	1337.76	130.85	1337.76	7.13	130.85	1337.76	Germany	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25																	
Others	585.60	578.73	560.17	585.60	578.73	585.60	4.64	578.73	585.60	Others	585.60	578.73	560.17	585.60	578.73	585.60	4.64	578.73	585.60	Australia	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25	1465.44	1385.53	1229.27	1279.34	1465.44	3815.53	15.25																	
Amex Corp	223.21	221.29	220.51	223.21	221.29	223.21	1.29	221.29	223.21	Amex Corp	223.21	221.29	220.51	223.21	221.29	223.21	1.29	221.																																															

STOCK MARKETS

Japan bank scheme gets mixed reception

WORLD OVERVIEW

The announcement of the long-awaited Japanese bridge bank scheme received a mixed reception from equity investors round the world yesterday, writes Philip Cogan.

Details of the project, designed to tackle the bad debt problems of the Japanese financial system, were much as expected. Asian markets closed higher, but the gains were mostly made

before the package was revealed.

The yen produced a thumbs-down on the details, however, falling from Y138.80 in New York on Wednesday to below Y141 in late London trading. It may have been a case of "buy on the rumour, sell on the news"; it may have been disappointment at the lack of an income tax cut; or it may have been a realisation that Japan's financial problems will take a long time to

solve, however clever the bridge bank idea.

Nigel Richardson, investment strategist at Axa investment managers, said that the markets might be overdoing the negative sentiment on Japan. "You have a big fiscal stimulus, a very loose monetary policy and a currency that has been weakening for three years," he points out.

European markets started strongly, but lost most of their gains as the day devel-

oped, although Amsterdam, Brussels and Zurich edged ahead to reach all-time closing highs.

Wall Street was subdued

ahead of the Independence Day weekend with equities taking little heart from the widely-expected decision of the Federal Reserve to leave interest rates unchanged.

The US non-farm payroll data were pretty much as forecast, with 205,000 jobs added in June. Signs of a slowdown were seen in man-

ufacturing, which shed 29,000 employees, and there was relief at the average hourly earnings rate, which rose just 0.1 per cent on the month.

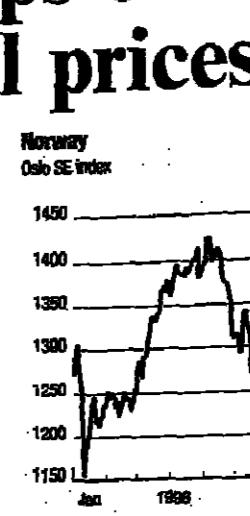
Strategists are producing their second-half views. "The risks to financial markets are rising in the short term but are heavily dependent on events in Asia. Our central view points to further yen weakness and risks to global earnings growth on the downside relative to the

current consensus," says the team at HSBC Securities. "Weaker growth implies lower bond yields primarily in the US, supporting our overweight position in US bonds. We have raised our global bond weightings further this month at oil and shipping stocks."

Within equity markets, HSBC sees Europe as the most attractive region thanks to strong economic fundamentals and improved disbursement at oil and shipping stocks.

Given that the index had risen 250 per cent in the previous five years, the performance so far in 1998 looks especially moribund – particularly when compared to the 25 per cent rise on the Stockholm market and 53 per cent growth in Helsinki.

So for this year, the Oslo all-share index has grown just 1.9 per cent. It started the year at 1,273.61 and yesterday stood at 1,327. Brokers and market ana-



Many of western Europe's stock exchanges have reached record highs this year, but not Oslo.

The all-share index has

struggled to generate positive returns and declined 1.1 per cent in June amid general disengagement at oil and shipping stocks.

Given that the index had

risen 250 per cent in the

previous five years, the per-

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So for this year, the Oslo

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just 1.9 per cent. It started

the year at 1,273.61 and yes-

terday stood at 1,327.

Brokers and market ana-

lysts in Oslo are united on

the roots of the problem:

weak oil prices; the over-

exposure of Norwegian com-

panies to volatile raw mate-

rials costs; and uncertainty

over the economic policy of

the ruling centrist coalition.

The minority government,

which is struggling to get a

revised budget through par-

liament, has been accused of

failing to prevent overheating

in the economy, stirring fears on inflation and excess-

ive wage claims.

"Investors have been

shaken by the lack of wage

moderation and fears that

overheating could lead to a

recession in a relatively

short period of time," said

Audun Glemsvik, chief econo-

mist at Christians Bank in Oslo.

Confidence was not helped

when Norges Bank, the cen-

tral bank, criticised the gov-

ernment's handling of the

economy and then increased

interest rates by 0.25 per-

centage points to 4.5 per cent

in a bid to stabilise the Nor-

wegian krone.

Interest in oil stocks, led

by Norsk Hydro and Saga

Petroleum, has been under-

mined by reduced demand in

Asia and weak international

oil prices. Norsk Hydro has

Tim Burt

Dow drops back ahead of holiday

AMERICAS

US shares moved lower in moderate early afternoon trading in advance of the long Independence holiday weekend, writes John Labate in New York.

Analysts' rating changes and company profit warnings were among the more dominant factors driving the market's slightly downcast mood.

CompUSA, a major retailer, fell \$1.4 or more than 6 per cent to \$15.8 after Salomon Brothers downgraded its 1998 earnings estimates for the company.

Key technology shares moved lower, sending the Nasdaq composite index down 19.83 to 1,856.43. Oracle, the software producer, fell \$2.4 to \$32.3 while Dallas Semiconductor tumbled \$1.5 to \$30.4.

Some stocks managed large gains, particularly in the retail sector. Starbucks climbed \$3.6, a gain of 6.4 per cent, to \$56 after releasing higher same-store sales figures.

TORONTO traded flat during its post-holiday session, waiting for Monday when North American investors will be back in full force.

By mid-session, the TSE 300 composite index had added 0.80 to 7,387.76 in thin dealings of C\$42.7m shares.

Analysts said that upward movement was restrained by a lower Japanese yen, which sank amid disappointment about Japan's rescue plan for its ailing banks. Traders said they were looking for stronger measures.

Laidlaw dropped C\$1.90 to C\$15.85 as the transportation company said it would appeal against a ruling by a US court that it was liable for \$141m in tax and interest for 4.5 per cent.

Many technology stocks fell, but elsewhere trading was more mixed. By early afternoon, the Dow Jones Industrial Average had lost 24.66 to 9,024.01 while the broader Standard & Poor's 500 was off 3.45 to 1,145.11.

Sentiment was also weakly enhanced by reaction to the Japanese stimulus package, which many observers considered weaker than expected. That triggered a fall for the yen and helped send US Treasuries higher.

In addition, a new US employment report in June confirmed that economic growth had slowed in the second quarter. The June unemployment rate rose to 4.5 per cent.

Bolivar boosts Caracas

CARACAS put on 1.1 per cent by midsession although trade was said to be quiet with investors cautious about the economic outlook. The IBC index climbed 51.57 to 4,871.49.

Analysts said the market was supported by a recovery in the bolivar. With overnight rates reaching 120 per cent during the morning, and the central bank selling to support the Venezuelan

currency, the bolivar gained some ground after sharp falls in recent days.

MEXICO CITY opened with a bout of profit-taking after Wednesday's 3.3 per cent rally but early losses were soon overcome and, by midsession, the IPC index was trading 0.87 higher at 4,431.46.

Market bellwether Telmex L shares eased 5 centavos to 21.75 pesos.

The performance almost

SOUTH AFRICA

Gold shares continued to accelerate in Johannesburg, advancing 7.5 per cent to extend the rally for the gold share index to almost 18 per cent in three days.

The performance almost

single-handedly sent the all-share index ahead by 1.45 per cent to 6,921.1.

Industrials improved 0.6 per cent to 6,120.4 but financials continued to suffer from currency weakness and high interest rates, sliding 0.4 per cent to 11,618.7.

Analysts noted that the Hoechst shares, up almost 20 per cent since the start of the year, had benefited recently from persistent takeover rumours as well as from the introduction of new products in the US. The shares put on DMS.88 to 10.4 per cent in the benchmark.

KLM was a firm feature, gaining Fl 1.60 to Fl 15.90 on broker optimism. Morgan Stanley upgraded to "outperform" while Goldman Sachs maintained its Fl 90 price target following a recent upbeat US roadshow.

Vedior, a newcomer to the benchmark index, shed Fl 1.20 to Fl 64.50. Philips gained Fl 1.20 to Fl 180.40 for a two-day advance of 3 per cent. Unilever rose Fl 2.20 to Fl 168.50.

News of strong domestic sales plus a renewed out-

break of merger fever.

Canal Plus hardened FF1.18 after the pay-TV group announced an internet services distribution deal with America Online. Caterer Sodexho, a weak market lately on disappointing results, rallied FF32 to FF11.84 after analysis came away from a trading update partially reassured.

LVMH stayed firm, adding FF1.00 to FF1.27, but news of a small US takeover sparked profit-taking at luxury-sector rival L'Oreal, which fell FF137 to FF136.

MADRID edged higher. Endesa, a weak market lately following a reduction in its weighting in the

blue chips, dropping 50 cents to HK\$34.50 on the view that it had paid more than expected for a 14.9 per cent stake in Thai power company, Electricity Generating.

Hard-currency shares traded in mainland Chinese markets were little moved by the rate cuts, with investors awaiting policies from Beijing to boost the B shares market.

JAKARTA was higher for a fifth straight session although analysts said the market still lacked fundamental support. The composite index closed up 9.83 at 466.37 on turnover of Rp397bn.

The exchange suspended conglomerate Bimantara Citra when early speculative buying drove the price up 50 per cent. Some of the gains were erased later, but the stock finished Rp75 higher at Rp255.

TAIPEI was propelled higher as Wall Street's rally helped to spark a strong advance in electronics.

The composite index, up 268.30 at 7,817.11, opened steadily as technology shares, bloodied in the second quarter, surged on hopes of a revival in the third quarter. Electronics rose a bullish 5.1 per cent.

Confusion about the fate of Taiwan's planned bullet train dealt losses to some members of the sponsoring Taiwan High Speed Rail Corp. Continental Engineering fell 78.30 or 4.4 per cent to T\$28.30.

CLP Holdings stood out as the only loser among the

second-line stocks. The announcement that Hong Kong's CLP Holdings had taken a 14.9 per cent stake sparked dramatic action at ECGO, up 19.4 per cent or Hk10.50 to Hk64.50.

SEOUL ran into profit-taking and the composite index finished 3.79 or 1.2 per cent lower at 31,177, reversing an earlier gain of 1.5 per cent. The banking sector fell

Y263, unchanged on the day. With the yen up against 140 to the dollar at the close of the Tokyo day, export hopes remained high.

There was also no shortage of action among second-line stocks. The second section index gained 20.87 to 1,340.58.

MANILA rose to a three-

week high as optimism about the latest Japanese economic package countered renewed weakness for the yen. The composite index finished with a gain of 74.23 or 4.2 per cent at 1,856.19, although volumes were moderate.

PLDT surged 45 pesos or 4.5 per cent to 1,025 pesos. Among financials, Ayala Land gained 50 centavos to 12.75 pesos.

WELLINGTON had another strong session but a number of blue chips finished below their best of the day. NZ Telecom rose 13 cents to N28.85 after a deal with N26.50. Carter Harvey Holt improved 7 cents to N28.12.

The capital index ended up 45.61 at 2,054.20 for a two-day gain of almost 5 per cent.

BANGKOK pushed higher with improved regional sentiment underpinned by news a Hong Kong company had snapped up a 14.9 per cent stake in a local power group. The SET index added 3.9 per cent or 10.65 to 277.98.

Bangkok Bank again led activity, rising Bt3.75 to Bt47.25. The announcement that Hong Kong's CLP Holdings had taken a 14.9 per cent stake sparked dramatic action at ECGO, up 19.4 per cent or Hk10.50 to Hk64.50.

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MANILA rose to a three-

RECRUITMENT



ROBERT TAYLOR

His master's voice

UK workers may be better skilled now, but they are more supervised and 'managed' than ever before, a study finds

The UK workplace is widely believed to have changed beyond recognition over the past 10 years as a result of technological innovation and the need to compete in the global economy.

This is said to have transformed relations in the workplace by giving employees more control over their work and increasing their participation in company decision-making. As a result, we are supposed to have seen an end to the more traditional and allegedly oppressive methods based on scientific management and the production assembly line.

The trouble with much of this familiar picture is that it is based more on anecdote than on empirical evidence. An extensive study of the UK employment relationship challenges this comforting view with an impressive analysis of what actually happened in the workplace. It suggests that behind the much acclaimed modernisation of employment relationships lies a much more familiar pattern of workplace

behaviour shaped by the attempted reassertion of managerial power.

The co-authors, led by Duncan Gallie at Nuffield College, Oxford, produce some startling findings about UK employees. They point to what they see as an impressive improvement in workplace skill levels. As many as 63 per cent of all employees surveyed said the skills required in their particular job had increased over a five-year period, while only 9 per cent said they had suffered from deskilling.

As many as 55 per cent of employees reported an increase in their responsibility at work, mainly as a result of those improved skills. The authors point to the "spectacular" spread of new technologies, so the proportion of employees using automated or computerised equipment rose from 39 per cent to 56 per cent.

They conclude that the second half of the 1980s and the first half of the 1990s "saw a marked decentralisation of decision-making within

organisations" with a resulting loss of middle-level management. There was also evidence that "work has grown intrinsically more satisfying and less degrading". But the survey also found upskilling had brought "ambivalent" consequences for the quality of working life because of intensified work pressures.

Moreover, the greater "task discretion" required from employees has not brought a greater willingness by employers to trust their employees more and give them more autonomy and participation. It seems there has been no significant shift in power from managers to employees.

On the contrary, the authors claim that the UK has seen the intensification by management of "extensive and expanding control systems", helped by the spread of advanced technologies. "Almost everyone is supervised and four in 10 supervise others to some degree," they argue. While managers and professional staff enjoy

But Mr Gallie and his colleagues suggest that, in a

period of rapid technological change and competitive pressure, "UK employers are experiencing tighter supervision than before", with 30 per cent having their pay linked to work pacing and target-setting and with appraisal and merit pay covering 40 per cent of them.

This conclusion is

strengthened by the study's other findings on the limited degree of employee participation and representation. Only 32 per cent of employees said they had "any significant degree of say over changes in work organisation" with half saying they could exercise no influence at all. The study claims: "The capacity of employees to affect their employment conditions appears to have diminished since the mid-1980s, although they may have become better informed about organisational activities."

The lack of an employee voice in the UK workplace is stark. Only 22 per cent of workers said they had a consultative works council or similar structure in their establishment and a majority believed such a body enjoyed little or no influence. The study found consultation committees were strongest where trade unions were recognised. As in Japan and the US, so in the UK a correlation exists between high worker participation levels and innovative workplaces.

But Mr Gallie and his colleagues suggest that, in a

comes to the experience of being without work. The authors point out that once a man or a woman becomes unemployed it tends to lead to further spells of unemployment as his or her job prospects become more problematic.

But on the other hand, there is no evidence the work ethic is dying out. Going to work in a society dominated by fragile family values provides an increasing number of people with "a basis for personal autonomy", says the study. Workers work not merely to earn money. They are more concerned with employment security, job interest and the quality of their personal relations with management.

The main conclusion, however, is rather bleak. The quality of employment may have improved for those in higher and intermediate skilled employment, but the brunt of change has hit the non-skilled manual worker hard. "The UK employment structure still remains fundamentally divided by class," argues the report. It warns that this could lead to a resurgence of workplace conflict. Apparently there are few signs that a new model of the employment relationship is becoming more widespread in the UK.

**Restructuring the Employment Relationship, Duncan Gallie, Michael White, Yuan Chang and Mark Tamlinson, Oxford University Press, £45 or £17.99, to be published in July*



WORKING BRIEFS

Job prospects for executives improve, finds DBM monitor

Job opportunities for executives within UK-established companies have increased over the past 12 months, according to the latest annual executive

employment monitor from DBM, the UK technicians' union.

EC4R 2RA, UK

Job flexibility

More companies are introducing employment flexibility. But how successful is this in practice? A comparative study by Cranfield Management School and MSF, the UK technicians' union, throws some interesting light on the realities.

Looking at Electrolux's Zanussi white goods operation in Italy, SJ, the Swedish state railways, and Legal and General and the Woolwich in the UK, the study found that flexible jobs are not as highly skilled or as well paid as those they replace, but offer more opportunities for female and young workers. Such jobs also seem to work best when they are not imposed but introduced through consultation with employees. Apparently flexibility may be cited as being a most cost-effective way of working, but there is little hard commercial evidence to support this view.

Mary Creagh, Cranfield Management School, Cranfield, Bedford MK43 0AL, UK

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The brief will be to adopt an implementation role to work on Compliance issues related to IPO's, M&A, and other Corporate Finance/Equities transactions.

Expected to raise the level of awareness of Compliance issues by developing and documenting Compliance procedures.

The role is likely to appeal to someone with at least five years' Compliance experience gained operating in either Corporate Finance or Equity Broking.

A hands-on Compliance practitioner; he/she must be pro-active, able to work to tight deadlines.

Robust, persuasive, able to communicate on all levels. A practical approach to problem solving and an eye for detail are key.

Please apply in writing quoting reference 2860
with full CV and salary details to:
Whitehead Selection
11 Hill Street, London W1X 8BB
Tel: 0171 290 2101. Fax: 0171 290 2055
www.whiteheadselection.co.uk

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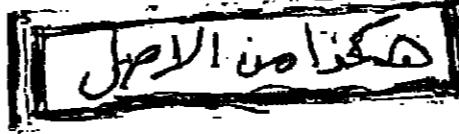


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JULY 1998



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To apply, contact Richard Harman at BBM Selection, quoting ref: 492 or email: 492@bbm.co.uk



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New senior appointment developing innovative capital markets solutions for complex financings



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CITY OF LONDON

MAJOR EUROPEAN BANKING GROUP
We invite applications from graduates with MBA or equivalent in an Economics/Finance discipline who must have at least 3 years' experience in Capital Markets transactions - structuring bonds and securitisation with US and European investors as well as 5 years' in structuring cross border transactions preferably in PFI, Project Finance/Leasing/Asset Finance including Emerging Markets. A second European language will be useful. As the selected candidate you will be a key member of the deal team structuring innovative financing solutions to be syndicated with banks and institutional investors. You will make a major contribution to the risk/structuring/pricing decision process and co-ordination with Senior Managers running the product lines for the bank. Also you will have a marketing role with sponsors/clients at the origination stage and with potential investors at placement. Essential qualities are strong negotiating skills and structuring capabilities for larger transactions in a product driven environment and above all, the ability to deliver deals. Initial remuneration package will be in the range £95,000-£150,000 plus banking benefits. Ref: JSF7509/FT.

This same client also seeks more junior members for the above team with less, yet similar exposure. Remuneration will reflect experience. Ref: JSF7509/FT.

Applications, in strict confidence, quoting appropriate reference to the Managing Director, CJA.

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Your role will combine portfolio management, new business generation, contribution to strategy, product development and excellence in customer service. It's an exciting environment in which to work and you can be sure that we are committed to increasing our marketshare and progressing your career.

To succeed, you will be an experienced corporate banker with in-depth knowledge of the lending process from assessing the viability of funding proposals through to the maintenance and enhancement of customer relationships. First class presentation, negotiation, credit analysis and report writing skills will combine with your ability to make sound business decisions. Any exposure to the Housing Association finance or related markets will be helpful but is not as important as your all-round lending expertise.

In return, we can offer a highly competitive salary and benefits package including company car, concessionary rate mortgage, private healthcare and relocation assistance where appropriate.

To apply, please write with full CV stating current salary to
Philomena Gray, Head Office Personnel, Halifax plc, Trinity Road,
Halifax, West Yorkshire HX1 2RG. Closing date 22 July 1998.

THE BANK FOR INTERNATIONAL SETTLEMENTS

An international organisation in Basle, Switzerland, established in 1930 to promote central bank cooperation and provide additional facilities for international financial operations, has a vacancy in the Central Bank Services section of its Banking Department for a

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- monitoring trends in reserve and risk management at central banks
- providing analytical and marketing support to the sales force
- designing marketing literature for BIS financial instruments and services

The successful candidate will have:

- a university degree (an MBA with a specialisation in finance or marketing would be an advantage)
- at least 2 years' relevant experience with a financial institution, marketing agency or consultancy (experience marketing, trading or pricing banking services would be an advantage)
- excellent English drafting and good presentational skills
- the ability to perform numerical/statistical analysis
- experience using data warehouses and the internet/intranet for marketing and analysis

In addition to English, a good command of another main world language is desirable.

The BIS offers attractive conditions of employment in an international atmosphere and excellent welfare benefits.

Applications should be sent, together with references, to Human Resources, Bank for International Settlements, 4002 Basle, Switzerland quoting the reference number 98463.

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Financial Times

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NYSE global medical equipment finance company, headquartered in Daylesford, PA, seeking a Credit Officer to manage the receivables from medical equipment companies in the healthcare industry for our Latin American customers. You will be based in Daylesford, PA, and have a heavy travel schedule to South America. Candidates must be fluent in Portuguese and Spanish, have a minimum of 15 years lending experience, which includes secured lending, and be fluent in Spanish. Send resume along with salary requirements to: Manager, HR, DVI Inc., 550 South Broad Street, Daylesford, PA 18001, fax: (215) 345-6768, e-mail: mikesm@dvifinc.com. EOE.



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- Develop complex and flexible financial models using data supplied by clients.
- Finance structured transactions in the bond or banking markets.
- Preparation of and participation in presentations to potential clients.
- Structure financial models across different asset types.
- Assisting in all aspects of the execution of transactions in the banking and capital markets.

The successful candidate will need to have one to three years' experience, including either specific exposure to securitisation or other complex structured transactions, or substantial experience of advanced financial modelling. This could have been obtained in a financial institution, rating agency or corporate user of structured finance products.

This role will suit an ambitious young capital markets professional looking to help develop high-value financing. The bank is uniquely placed to provide a platform for this activity and the structure of the existing team creates significant opportunities for career development.

To apply for this outstanding opportunity please send your CV in the first instance to Deborah Dor, Managing Director. All replies will be treated in the strictest confidence.

Devonshire executive

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Tel: 0171 670 1700. Fax: 0171 670 1717. e-mail: exec@devonshire.co.uk

ECONOMIST

We are a leading Japanese Trust bank with a strong and established presence in London.

We are looking for an economic assistant to join our small dealing room-based team to provide economic research, analysis and reports with particular emphasis on treasury products and FX. The ability to work and write concisely, accurately and to deadlines is essential, as is the capacity to communicate effectively and with confidence.

Applicants should have at least a good first degree in economics. New graduates will be considered, although 1-2 years experience in financial markets would be advantageous. Familiarity with basic computer packages is essential and familiarity with another language would be advantageous.

Please send your CV in confidence to:

Dominic Grealy, Personnel Manager, Sumitomo Trust & Banking Co., Ltd, 155, Bishopsgate, LONDON EC2M 3XU
(No Agencies, No Faxes)

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Applicants for this position should have a good University degree or banking qualifications, and have worked at a leading bank or at one of the credit rating agencies. As there will be a degree of customer contact the candidate should also have a mature and confident personality.

Please send applications with full curriculum vitae to:

Andrew Broomfield, Personnel Department
Westdeutsche Landesbank Girozentrale
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We'd like to hear from individuals who have at least 3-5 years' portfolio management experience, are educated to degree level, ISMA Authorised or equivalent and have the presence, confidence and team building skills to make an immediate impact. Strong analytical skills and an extensive network of local and global markets are pre-requisites.

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The firm is looking to hire several candidates. One will be selected as manager to lead the team. Candidates will be required to demonstrate an established track record of attracting and retaining high net-worth individuals as customers. The firm is seeking professionals already serving well diversified private client asset base. Fluency in English is necessary. Ability to speak Arabic is desirable, but not essential. The compensation package we offer is unlikely to be a limiting factor for the right candidates.

Please send your curriculum vitae in strictest confidence to:

Martin Lederer
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**BANKING OPPORTUNITIES IN LEBANON**

The following challenging opportunities are offered by our client a regional banking institution for dynamic, creative, determined and highly motivated candidates to join its management team for its expanding operations in Lebanon. A university degree and good communication and reporting skills in Arabic and English are essential requirements for all positions.

General Manager (MC401)

In addition to leading the management team in the Lebanon, responsibilities include organizational reform and serious marketing involvement. The candidate is expected to have appropriate management skills gained over ten years of solid relevant experience preferably with a multinational institution.

Head of Operations (MC402)

The ideal candidate to head the operations is expected to have over ten years of comprehensive experience in trade financing which is a dominant activity in the institution, strong international banking relations and adequate operational knowledge of the Central Bank regulations and International Accounting Standards.

Head of Treasury and Capital (MC403)

The candidate is to assume overall responsibility for managing the treasury and capital markets operations. Should demonstrate outstanding active market knowledge and involvement.

Interested candidates are encouraged to fax in their resumes or submit them by hand quoting the job reference before July 15, 1996 to the attention of Miss Randa Shami to the address below.



Management Consulting
Tel: 01 348710, 350518 Fax: 01 350238
Floor 11, Hanna Square, Hanna Street,
Beirut, Lebanon

**CORPORATE FINANCE ASSOCIATE**

An exciting opportunity has arisen for a corporate finance associate to join our expanding corporate finance department. Soditic is an independent financial services group which benefits from major institutional backing and an established client list. We have offices in London, Geneva, Milan and Jersey.

The ideal candidate will probably be an ACA with two years' corporate finance experience, or a former graduate trainee with at least three years' experience in the corporate finance department of a leading investment bank.

Electronic Trading at DTB

A large local seeks traders (preferably a team of 2-4) to make markets in options at the DTB. On offer are a well-established office in Frankfurt, and a comfortable company flat. Top risk management software, computer equipment and technical support are all in place.

I am interested in people with an excellent track record in electronic trading (minimum 2-3 years). A floor-based team who wants to make an early transition could be considered but they must be prepared to put in a part of the equity.

Making Market in Options in Asia Pacific region
There exists an opportunity for a top floor market maker experienced in managing a team, who would want to relocate to Asia. Must be capable of an early conversion to electronic trading. Experience of trading back months is essential. This position can easily evolve into managing market operations across the whole region.

Please send a resume, or your telephone contact number to Mike Stevens on fax 0049 69 91 39 50 31

Economist/Public Policy Specialist, Kyiv

RAND, the world's leading public policy research and analysis organization, seeks a dynamic individual to manage a resident director of a technical assistance program in Kyiv, Ukraine. You should have sound experience in areas, particularly with regard to macroeconomics and fiscal policy, and some experience in a public policy organization. Familiarity with other areas of domestic policy (government auditing, education) and Ukrainian/Russian language skills are advantageous. A PhD in a relevant discipline is preferred. You will be based at our partner organization, the International Center for Policy Studies, and will work directly with senior members of the Ukrainian government. RAND offers a competitive compensation package including a housing allowance. We anticipate the incumbent to begin in Kyiv in September or October. Please send c.v. and cover letter, by July 22 to: Kathy Mills

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- Develop and implement new systems to ensure that business growth can be effectively supported.
- Form part of the key management team charged with the remit to deliver a significant programme of change.

Candidates will demonstrate excellent product knowledge consolidated by a proven record of achievement in both man-management and change management. The position will appeal to individuals who thrive in an environment that demands a proactive approach at all times.

If you have a track record in these areas and wish to develop a career in a rapidly expanding business within an institution capable of rewarding excellent performers with progression into the most senior of business management roles, please contact Sharon Swift at Michael Page City, 50 Cannon Street, London EC4N 6JJ quoting reference 413432. Tel 0171 269 1820 or fax 0171 329 2974, e-mail: sharon swift@michaelpage.com. All replies will be handled in the strictest of confidence.

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CITY

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Sie sind für Entwicklung, Aufbau und Umsetzung von Strukturen zum Risikomanagement sowie die Einführung entsprechender Software verantwortlich. Dies schließt die Analyse, Steuerung und Überwachung der hauptsächlich im Bereich Stromhandel einzuhaltenden Risiken sowie die Berichterstattung im Rahmen der Risikomanagementspolitik unseres Unternehmens ein. Dabei werden Sie von einem interdisziplinären Team unterstützt.

Sie sollten folgendes Profil aufweisen:

- Überzeugungskraft, Kooperationsfähigkeit und analytisches Denkvermögen
- mehrjährige Berufserfahrung im Risikomanagement, vorzugsweise im Energienhandel
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- verhandlungssichere Kenntnisse in Englisch

Wir bieten Ihnen eine anspruchsvolle und verantwortungsvolle Tätigkeit mit entsprechendem Gehaltsniveau und überdurchschnittlichen sozialen Leistungen. Wenn Sie die Arbeit in einem hochmotivierten, jungen und international zusammengesetzten Team reizt, dann freuen wir uns auf die Zusendung Ihrer Bewerbungsunterlagen an:

Quantitative Analysten

Sie sind hauptsächlich für die Analyse und Bewertung von Derivaten verantwortlich. Darüber hinaus wirken Sie bei der Produktentwicklung, der Erstellung von Fundamentalsanalysen, Modellmodellierung und Preisprognosen mit. Dabei unterstützen Sie die Entwicklung spezieller IT-Anwendungen.

Sie sollten folgendes Profil aufweisen:

- Kreativität, analytisches Denkvermögen und die Fähigkeit, komplexe Zusammenhänge zu vermitteln
- Hochschulabschluß im Bereich Wirtschaftswissenschaften oder Mathematik, vorzugsweise Promotion
- Statistische und mathematische Modelleingangskenntnisse zur Strukturierung der Vorgänge im Energienhandel
- praktische Erfahrungen in der Anwendung von Optionsbewertungsmodellen
- mehrjährige Berufserfahrung als Analyst, idealerweise im Energienhandel
- verhandlungssichere Kenntnisse in Englisch

Händler/in

Ihre Aufgabe wird zunächst die Mitarbeit beim Ausbau des Bereichs Stromhandel umfassen. Darauf hinzu werden Sie bei der Entwicklung und Umsetzung von Handelsstrategien sowie der Produktentwicklung mitwirken.

Sie sollten folgendes Profil aufweisen:

- Kreativität, analytisches Denkvermögen, Entscheidungsfreudigkeit und Überzeugungskraft
- mehrjährige Erfahrung im Warentorintheim (vorzugsweise Energie) oder dem Handel mit Finanzinstrumenten (an der Börse oder im Interbankenhandel)
- Kenntnisse in den Bereichen Fundamentale und technische Analyse, Portfoliomangement, Risikomanagement und der entsprechenden IT-Anwendungen
- verhandlungssichere Kenntnisse in Englisch

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Hauptabteilung P
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D-30457 Hannover

Global Investment Bank - Corporate Finance**Manager/Assistant Director - Financial Institutions****London**

Our client is one of the world's leading, fully integrated investment banks. A global franchise, powerful securities distribution and a top research capability underlie its ability to handle the largest and most complex deals.

A sector focused approach and global presence create the in-depth understanding required to anticipate the market, identify opportunities and devise appropriate and effective strategic solutions. In particular, the Financial Institutions sector team has an outstanding record in leading landmark transactions on behalf of fund management, insurance and banking clients.

The team offers the full range of corporate finance products including acquisitions, mergers, capital

f Excellent

raisings and demutualisations. Due to its continued success in the development of new business and the execution of transactions across Europe, the Americas and Asia, the team requires an additional talented Manager/Assistant Director.

The successful individual, probably aged 27-33, must have at least four years' transaction experience gained within a well established corporate finance house. The drive and creativity to thrive within a business winning environment is essential. Cross cultural adaptability combined with fluency in a second European language is distinctly advantageous.

If you are interested in the challenge and opportunity presented by one of the recognised market leaders within international corporate finance, please forward your CV, in strict confidence, to Guy Townsend or Karen Dick at Walker Hamill Executive Selection, quoting reference GT 4650.

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Burger King, Middlesex

DIAGEO

Burger King is the world's second largest hamburger restaurant chain with over 9,400 restaurants in 53 countries worldwide and systemwide sales of US\$10 billion. Founded in Miami in 1954 and part of one of the world's largest consumer goods companies Diageo, Burger King has grown by leading the fast food industry in areas such as product development, international franchising, restaurant operation, decor, service, value and advertising. The Europe Middle East and Africa region (EMA) has grown exponentially creating the need to strengthen the financial support function.

We are now looking to enhance both the corporate and franchise businesses by the addition of two key financial personnel.

FP & A Manager**c £45,000 + Car + Bens**

- ◆ Business evaluation and financial appraisal to the Executive Committee.
- ◆ Provision of business decision support to in-market management teams.
- ◆ Management of the consolidation and reporting processes.
- ◆ Assisting the Regional Financial Controller on commercial and financial control issues.

You will be a qualified accountant with up to four years PQE, ideally from a fast moving company background and able to display strong analytical skills and a commercial bias in your current role. This position will ideally suit a candidate looking to operate within a global company but within a division where your actions will directly impact upon the business. Ref 433207

Both roles will involve some international travel and a fluent second language whilst not essential will prove an advantage. In return, we offer an excellent renumeration package and career opportunities within Burger King and other parts of Diageo Group. Interested applicants should forward a CV, quoting the relevant reference to Peter Stead at Michael Page Finance, Europa House, Church Street, Middlesex TW7 6DA. Fax 0181 847 5703 or e-mail: peter.stead@michaelpage.com

Commercial Analyst Franchise Markets c £40,000 + Car + Bens

Reporting functionally to the Regional Financial Controller for EMA and working within the franchise markets management team, your responsibilities will include:

- ◆ Business development planning and financial appraisal in support of the franchise markets management team.
- ◆ Control of royalties income and reporting.
- ◆ Regular liaison with key franchisees throughout the region.

You will be a qualified accountant with up to three years PQE, ideally from an international business background and able to develop strong relationships with Commercial Managers. You must also display the desire to adopt a hands-on commercial approach within a fast moving dynamic business environment. Ref 433499

Michael Page

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Iceland are the UK's largest frozen food retailer with 771 stores and annual sales in excess of £1.5 billion. It is through innovative concepts that we have become a nationally recognised retailer with profits of over £50 million.

A major new strategic plan in the White Appliance Division, which generates a turnover in excess of £55 million, has formed a new vertically integrated operation. In addition to our Iceland sites, we have developed the Powacentre joint venture with Homebase and extended our after sales services and logistics businesses to incorporate third party relationships.

ICELAND

Commercial Financial Controller

Middlesex

c£45,000 + FXcar + bonus + benefit

With this rapid expansion, we seek a Financial Controller who wants to take ownership and drive four separate business operations forward through commercial awareness and financial control.

Reporting to the General Manager and working alongside a management team with a wealth of industry experience, the Financial Controller will play an integral part in the continued development of these business ventures.

The Financial Controller will work closely with operational management and your brief will be to provide support to senior management through clear financial leadership and innovative thinking. Your responsibilities will encompass:

- ◆ Liasing with operational management to provide financial advice for commercial decisions.
- ◆ Co-ordinating the strategic planning and budgetary process.
- ◆ Involvement in the development of financial reporting systems and controls.
- ◆ Refocusing finance to be an integral advisory function of the Appliance Division

The successful candidate will be an ambitious qualified accountant with the desire to develop both their commercial and technical skills. You must be able to display a proactive, hands-on approach to all business issues whilst developing strong relationships with all levels of management.

For the correct candidate this represents a chance to work within a division of a major UK Plc whilst having a marked effect on the commercial running of a medium sized division.

This is an unrivalled opportunity to experience four different business sectors and develop your knowledge as the organisation expands.

If you feel that you possess the qualities to meet this challenging opportunity, please forward an up-to-date CV including current remuneration and daytime contact number to Keith MacKenzie at Michael Page Finance, Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA, or fax on 0181 847 5703 or e-mail: keith.mackenzie@michaelpage.com. Please quote reference 397991.

Michael Page

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European Audit Manager

London

£ Excellent + Executive Bens

Edison Mission Energy is one of the world's leading independent power developers. Revenues exceed \$1 billion from large capital-intensive projects in the US, Australia, Indonesia, Italy, Spain, Turkey and the UK. Future growth will be driven by both organic development and acquisitions extending to new geographic regions.

The audit function now seeks an experienced individual to manage the audit programme for Edison Mission Energy's European region working from a Central London base. With an element of travel and a reporting line to the US, the individual will be expected to seek opportunities to add value and work in unison with local management.

Major areas of responsibility will include:

- ◆ Developing and appraising the audit plan for the European region.
- ◆ Assessing the effectiveness and efficiency of all company operations.
- ◆ Identifying high risk areas and planning and performing field work.

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

Group Financial Controller

Northern Home Counties

c £40,000 + Car

Our client is a major player in the European market for disposable hygiene products. Supplying both the retail and institutional trades, the UK subsidiary has a turnover of c£300 million. Operating from three sites in the UK, 10 operational units include both manufacturing and sales operations.

As a result of an internal promotion, the company now wishes to recruit a Group Financial Controller. Reporting to the Finance Director, managing the central accounting function your responsibilities will include:

- ◆ Production of periodical financial and management reports to the parent company for all operating divisions and legal entities.
- ◆ Liaison with Divisional Controllers, ensuring accounting standards are followed and providing expert financial support.
- ◆ Co-ordinating all contact with external regulatory bodies.
- ◆ Management of working capital and day-to-day relationships with bankers.

Michael Page

FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

c. £60,000 package plus benefits

Major UK Quoted Group

London

Corporate Development Executive

Internal promotion within this profitable and fast-growing European manufacturing and distribution group has created the opportunity for a first-class financial professional. Turnover of £1.2 billion has trebled since the early 90s through acquisition and organic growth. Working closely with the Chief Executive and the Group CFO, the key tasks will be to evaluate and deliver a broad range of corporate development initiatives as the group continues to grow both organically and by acquisition. Good career opportunity into line management.

THE ROLE

- Supporting the board in all aspects of acquisitions and disposal transactions to deliver a progressive strategy focusing on shareholder return.
- Working closely with senior line management on budget, preparation, and capital expenditure reviews. Reviewing the performance of acquired companies and conducting ad hoc projects.
- Acting as a key external facing resource for group finance, researching corporate development opportunities and dealing directly with third party advisors.

Leeds 0113 230 7774
London 0171 298 3333
Manchester 0161 499 1700Selector Europe
Spencer StuartPlease reply with full details to:
Selector Europe, Ref. TBS/26214-878,
16 Connaught Place,
London W1 2ED**c. £75,000 package plus benefits**

High Technology Company

London

Head of Planning & Analysis

Significant growth, both organic and by acquisition, has created a new highly commercial role in this \$700 million turnover European region of a \$1.3 billion manufacturing business supplying critical components to blue-chip OEM client base. Key role at the heart of the European operation which will lead to a substantial line position in the medium term.

THE QUALIFICATIONS

- Supporting the European CFO by providing a first-class budgeting, forecasting and performance review service to align operations to the strategic direction of the business.
- Highly visible stand-alone role developing management reporting systems to support the growth and development of the business, working alongside Country General Managers and Controllers to ensure tight and well disciplined planning and management reporting.
- Analysing and assessing corporate development opportunities, including acquisitions and undertaking strategic reviews of operating company market positioning and performance.
- Adopt communicator and negotiator, able to motivate and challenge peer group. Effective and confident at board level and capable of progressing into a senior line role in due course.

Leeds 0113 230 7774
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Manchester 0161 499 1700Selector Europe
Spencer StuartPlease reply with full details to:
Selector Europe, Ref. TBS/2620-378,
16 Connaught Place,
London W1 2ED

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DIRECTOR OF FINANCE & IT

International Service Group

Central London

Our client is a privately owned US corporation founded in 1964 with group revenues of more than \$120 million, generated by a number of diverse but related market leading operations in education and travel primarily driven from the US and the UK. A dynamic, young, highly motivated team of c. 70 people work in the attractive offices of the UK operation in Central London. It is a fast-paced environment and offers excellent career development potential.

THE POSITION

- Working closely with the Group Chairman, the role has responsibility for the Group's UK and International financial management and control, leading a team of 12 people.
- Interaction with operational directors on their business plans, ensuring that performance goals are communicated, understood and achieved.
- Management of the organisation's IT function in the UK, driving the definition, development and implementation of next generation financial and operational systems.

c £90,000 Package

QUALIFICATIONS

- Graduate ACA, ideally with a further business qualification and experience at senior management level in a service-led international operation.
- Personal attributes will include a high intellect, tenacity, strong energy levels and demonstrable commercial acumen.
- Hands-on knowledge of information technology, capable of moulding the attitude and approach of the business towards IT management, and focused upon driving real business benefit from IT improvement initiatives.

Interested candidates should write, enclosing full career and salary details, to the advising consultants, Jon Boyle and Debra Hewitt, at Questor International Limited, 3 Burlington Gardens, London W1X 1LE. Please quote reference 2468. Tel 0171 292 8300. Fax 0171 287 5457. e-mail: jon@questorint.com



Financial Controller

Project Management

Brazil

£ Highly Attractive Expatriate Package

Our client, part of a substantial UK listed group, is recognised as one of the world leaders in the provision of turnkey project management and maintenance services relating to world class manufacturing systems and facilities, primarily in the automotive sector.

Working in partnership with clients including many of the world's leading manufacturing corporations, our client is in the forefront of technical innovation with an enviable reputation for the delivery of high quality products on a global scale. Due to continued expansion the company now wishes to appoint a Financial Controller to take responsibility for its Brazilian operation based in São Paulo.

Working closely with the local managing director, a British expatriate, this role will focus heavily upon the development of financial controls. With a strong commercial bias, the successful candidate will be heavily involved in the bid and tendering process together with contract negotiation, appraisal and management, working closely with project management and operations personnel.

Michael Page
INTERNATIONAL

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

EUROPEAN FINANCIAL CONTROLLER DYNAMIC INTERNATIONAL INVESTOR

CENTRAL LONDON

Universally recognised for its tenacity, integrity and professionalism, this fast growing international corporation acts as a bridge between those who seek and those who provide investment opportunities.

Its success to date has been achieved through focusing its business on corporate investment in North America and Western Europe. The current investment portfolio encompasses 16 companies across a broad range of sectors including brand name luxury goods, manufacturing and service sector companies.

Joining the post-acquisition team, the holder of this newly created post will work closely with the senior management of investment companies and will gain exposure to a broad range of businesses. Working within a unique, challenging environment and assisting with the successful management of the investment companies, the role is seen as critical to the

continued development of the organisation. Some European travel will be involved.

Key responsibilities will include:

- regular qualitative evaluation of business performance, current issues and management's action plans
- liaison with senior management in portfolio businesses to improve the quality and timeliness of their reporting systems and planning processes
- identification and execution of value-adding analysis and projects at portfolio companies
- overseeing timely production of all reports including presentations to the board
- involvement in new investment evaluation and existing investment realisation

Candidates will be graduate qualified accountants from a Big Six firm, with a minimum of two years' commercial experience.

C. £50,000 + BENEFITS + BONUS

Academically sharp with highly developed communication skills, the successful individual will have achieved at the highest levels throughout their career to date. Strong technical and PC skills are a prerequisite, as is the ability to multi-task and prioritise effectively.

This represents an outstanding opportunity to join a dynamic, fast moving, international organisation, offering extensive scope for personal development.

To discuss this position in greater detail contact Janet Arnold ACA or

Tanya Srivastava at Robert Walters Associates, 10 Bedford Street, London WC2E 9EE. Tel: 0171 379 3333. Fax: 0171 915 8714.

E-mail: janet.arnold@robertwalters.com or tanya.srivastava@robertwalters.com

You may also apply via http://tinyurl.com/Robert_Walters quoting reference RW12.

ROBERT WALTERS ASSOCIATES



Head of Finance

c.£50,000 + Benefits

London

The Energy Saving Trust (EST) is a private, non-profit distributing company established in 1992. In developing and overseeing innovative energy projects through cross-sector partnerships, the EST's objective is to improve the efficient use of all forms of energy in the UK. A key role now exists to head up the finance function of this dynamic, proactive organisation.

THE POSITION

- Lead the finance function in provision of effective and disciplined financial controls and full and meaningful management information.
- Provide strategic direction in financial planning process to aid delivery of Trust's objectives. Ensure sound management of client funds.
- Liaise extensively with external bodies to meet strict Government and other statutory requirements. Fulfil company secretarial function.
- Direct and develop small finance team. Work closely with Chief Executive on specific projects and initiatives.

Please send full cv, stating salary, ref BR200186, to NBS, 37 Queen Square, Bristol, BS1 4QS
Fax 0117 934 9370 Email melanie@nb-selection.co.uk Tel 0117 929 1142

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CENTRAL LONDON

C.£60,000. PLUS BENEFITS

Keeping all relevant parties informed of changes in Tax Treaties and other compliance legislation

This is an ideal opportunity for an ACA/ATII or Legally qualified professional with 5 to 7 years' experience, to positively influence

group wide tax awareness on this increasingly important issue. You will have an international corporate tax background gained within a Big 6 or equivalent legal environment, ideally with 2 years' experience in a company's tax team. Given Reuters' global nature, you must demonstrate a cultural awareness and a desire for international travel.

Interested candidates should write with full CV, quoting current rewards package to Karen Auger, Professional Services Practice, Hoggett Bowers, 28 Essex Street, London WC2R 3AX, Tel +44 (0) 171 970 9400, Fax +44 (0) 171 934 3974 quoting ref UK4/16722/FT.

Hoggett Bowers | Executive Search and Selection

July 1998

FINANCE DIRECTOR**MANUFACTURING AND DISTRIBUTION****CHILTERN**

This well-established subsidiary of an international group manufactures and supplies specialist products to a customer base of household names. Turnover is currently approaching £18 million but the company has an objective to increase business by 50% over the next 2/3 years.

The company seeks a finance professional who will work closely with other members of the senior management team to deliver these ambitious growth plans, developing the financial control structure and contributing to the company's strategic plans.

Reporting directly to the Managing Director, the Finance Director will bring a new focus to internal financial controls and procedures, and will contribute to the development of group-wide financial and accounting policies. The position will also have responsibility for the development of the company's information systems.

PACKAGE TO £50,000

- A resourceful and commercially-minded qualified accountant who can support the Managing Director whilst developing first-class financial practices in line with the expansion plans. Experience within manufacturing and/or distribution businesses is essential.
- Strong communications and interpersonal skills are required as well as a flexible approach. The key attribute will be the ability to operate effectively within a small, close-knit management team. Knowledge of the commercial application of business information systems is important.
- This position offers the chance to influence the commercial direction of this growing firm, and provides the opportunity for an appropriately-qualified person to take a more senior leadership role in the future.

Please apply in writing quoting reference 1659 with full career and salary details to:
David Richards
Whitehead Selection
11 Hill Street, London W1X 8BB
Tel: 0171 290 2055. Fax: 0171 290 2055
www.whiteheadselection.co.uk

**Whitehead
SELECTION**
A division of Whitehead Man Group Ltd.
A Whitehead Man Group PLC company

Operational Auditors**Location: UK/Europe**

Our client is a US Fortune 500 manufacturing based marketer of professional, consumer and automotive audio equipment, with divisions throughout the US and European operations in Austria, Belgium, Denmark, France, Netherlands, Germany, Sweden, Switzerland and the UK.

Expansion both through organic growth and acquisitions now generates a requirement for two additional individuals to work throughout the UK and Europe engaged on the operational audit of the company's subsidiaries. There will also be the opportunity to work in the US and to participate in acquisition projects.

Candidates will be recently qualified accountants with a good university degree and a flair for accounting and systems analysis. The positions entail extensive travel throughout Europe with occasional trips to the US and beyond; accordingly candidates should apply regardless of the location of their homes. A practical knowledge of spoken German would be an advantage. The individuals will report to the corporate Vice President, Controller and be attached to the European corporate finance office in the UK.

Please send a detailed Curriculum Vitae quoting Ref MH02/07 to:
Rochester Partnership Limited, 7 St Helen's Place, London, EC3A 6AU
Telephone +44 171 256 9000, Fax +44 171 256 9111.
Email: rochester@rochester.demon.co.uk

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Financial Times

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HARTER
MANAGEMENT**

St. John Supplies is the commercial arm of St. John Ambulance, selling over 3,500 items of training, first-aid equipment and giftware by mail order to generate significant funds for the charity. Planned growth necessitates this new appointment.

Reporting to the Finance Manager, you will develop integrated systems to produce timely, relevant management information. Ideally, you will be a qualified accountant with five years commercial experience in mail order or retail. Familiarity with SUN, Mailbrain, Excel/Lotus and/or SORP2 would be advantageous.

This role may appeal to late qualifiers with prior commercial experience, newly-qualified accountants with exposure to retail - or those later in life for whom worthwhile work is important.

To apply, please write enclosing your CV to our advising consultant, Andrew Harter, at the address below before 10th July, quoting reference 98061/T.

Andrew Harter Management
Thithings New Barn, Swalcliffe, Banbury, OX15 5DR.
Telephone 01295 788001. Fax 01295 788002

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Excellent package.
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NIGEL HOPKINS
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London based Excellent Package including performance bonus and stock

This company, which is soon to be publicly listed, is an international organisation with a high profile in the sports, media, and entertainment industries. They have recently established their headquarters in London and are committed to further developing their global network through an aggressive expansion and acquisition plan.

As the Chief Financial Officer you will become a member of a prestigious board of directors and have responsibility for the financial management of the company worldwide. This will encompass the formation and implementation of corporate development strategies via extensive acquisitions. This will be accomplished by utilising analysis of business opportunities and negotiating with potential targets.

A sporting enthusiast, you will have already developed an international perspective and the flexibility to travel. Ideally, you will be a graduate and will have qualified with a Big Six.

e-mail: info@morganbanks.co.uk

Morgan & Banks
INTERNATIONAL

**Finance Director
Malaysia**

A leading Malaysian engineering group, engaged in power, electrical, mechanical and electronics systems contracting is seeking a Finance Director. The group is in sound shape, and has made outstanding progress in recent years in expanding its business in terms of both scope of activities and market coverage. It has a permanent presence in several other Asian countries which now account for one-quarter of its business.

The group's managing and finance directors enjoy a high degree of autonomy and profit responsibility in demanding environments. Candidates must therefore possess well developed commercial acumen and thrive on sharp involvement. The appointee is expected to make an immediate contribution in the area of financial control, treasury and working capital management and business development.

Candidates, who must be qualified accountants, preferably with a UK qualification, are likely to be aged between 35 and 45. They will be able to demonstrate good career progression at senior level in results-oriented companies. Prior experience in businesses involved in substantial project/contracting work is desired. The ability to respond to the culture of a largely indigenous workforce is also important.

Expatiate terms will apply.

Please reply with full curriculum vitae to Box A6182,
Financial Times, One Southwark Bridge, London SE1 9HL.

**Finance Tutor
package up to £55k**

Management Training Partnership plc was formed eleven years ago and now employs 15 full-time tutors based in the UK. We provide high quality tailored programme training in finance, marketing and human resource development to over 50 major public sector organisations worldwide.

Growth demand for our services has created an opportunity for a Finance Tutor, whose role will involve the delivery of practical and highly participative training programmes. These will also be opportunities to be involved in the ongoing development of the business.

The successful individual will be a qualified accountant with broad-based commercial experience, effective communication skills and a proactive, self-motivated approach. A desire to develop expertise in business areas beyond finance is also important. Previous training experience is not regarded as essential.

To apply, please send your Curriculum Vitae together with a covering letter explaining why you want to develop a career in management training to:

Mr Chris Gosselin, Director
Management Training Partnership plc
4 Friern Court, Caledon Road, Hackney, E8 1PF Tel: 0171 379 0879

Management Training Partnership

FINANCE DIRECTOR**EQUITY STAKE IN VENTURE CAPITAL BACKED BUSINESS****OXFORDSHIRE**

£660,000 + BONUS + BENEFITS + EQUITY

International, retail business, recently acquired by a leading venture capital firm, generating sales of c.£15 million with high growth potential. Established market presence and strong brand associated with traditional, high quality, exclusive products. Impressive growth in turnover and profits over the last few years, particularly through rapid international expansion and diversification into related product areas.

The company requires an energetic and enthusiastic Finance Director to work closely with the existing management team, newly appointed Chairman and venture capitalists to help rapidly expand the business, both in the UK and overseas, and prepare the company for a possible flotation.

Early priority will be to introduce and develop strong financial control, planning and analysis disciplines. In addition, he/she will be responsible for upgrading IT systems. A key member of the Board, the Finance Director will have significant

scope to make a major commercial and strategic input to the group.

Graduate qualified accountant, probably early to mid 30s. Established record of achievement, ideally in a blue chip, consumer branded or multi-site, service organisation where finance actively contributes to broader commercial decisions.

Ongoing manner, personable, with excellent communication skills and the ability to quickly gain support, particularly with non-financial senior management.

Innovative, creative and broad thinker, capable of empathising with the product and sector.

A 'hands-on' individual with a strong team orientation, capable of working in an informal, non-hierarchical, small company environment. Able to contribute to the development of a strong finance function which supports rather than constrains the creative flair in the business, whilst managing rapid growth. The position offers scope for development within a growing company.

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FINANCE MANAGER**Central London**

to £45,000 + Bonus + Car Allowance

Our Client is a specialist independent investment banking Group. Their operations provide a comprehensive range of corporate finance, banking, investment management and stockbroking services to clients in many differing market sectors. The clear aim is to become the leading provider of such services in which they operate.

As a result of continually increasing financial performance of the Group, a new opportunity has been created for a Finance Manager to be based at the head office. The role will report to the Group Financial Controller and focus upon the production of quality management and financial information, supervision of the core head office accounting function and liaison with operating divisions to create more financial awareness across the group.

This is a new exciting role whereby the appointee, a qualified accountant probably aged late 20s/early 30s, will report to and work closely with senior executives as part of a small team. Excellent accounting and PC skills, technical proficiency, sound competence and presentation skills are paramount for this role as are enthusiasm and self motivation to be able to make positive contributions and effect real change in the future operations of this business.

Please write enclosing full curriculum vitae, quoting ref 671 to:
Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square,
London W1H 9DB. Tel: 0171 371 9476 Fax: 0171 371 9478

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GROUP TREASURER

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The Company

Profitable manufacturing and service group. Recently floated UK plc.

Has operations in UK, Europe, USA, Middle East and Asia Pacific.

Market leader in its field. Turnover in excess of £250m.

The Role

New appointment. Develop Treasury function reporting to the Group Finance Director.

Emphasis on bank relationships, debt and cash investment portfolios and currency/interest rate exposure management.

Advising the board and managers on Treasury related issues.

The Person

Energetic graduate calibre. Ideally qualified Accountant and ACT.

Broad breadth of Treasury experience gained within an international group.

Good communicator, practical approach and team player.

Please write enclosing full Curriculum Vitae quoting ref 228 to:

Nigel Hopkins FCA, London House,
53-54 Haymarket, London SW1Y 4RP
Tel: 0171 839 4572 Fax: 0171 925 2336

First

Divisional Finance Director

Leeds

c£60,000 + Benefits

First Group plc with a market capitalisation of £1.5bn is the largest UK bus operator and a major force in the operation of train and airport services. Turning over c£150m the Yorkshire Division of the group is committed to a high level of customer service and continued investment in buses and infrastructure. This influential board position will be key to the region's future success and requires a first-rate finance professional. This is an excellent opportunity to join an ambitious business at a crucial time in its development.

The POSITION

Work closely with Divisional MD on all strategic, commercial and operational issues. Bring sound financial and commercial skills to a fast-moving environment.

Responsible for all divisional reporting activities including budgets, monthly and statutory accounts. Monitor the divisional companies' performance on an on-going basis.

Take ownership and oversee implementation of business and accounting initiatives to improve overall divisional effectiveness.

Provide financial support to the divisional and group boards including due diligence work on potential acquisitions.

QUALIFICATIONS

Qualified accountant. Background in a commercial environment. Proven record of improving financial management at strategic and operational levels.

Strong technical competence. Clear understanding of commercial implications of effective financial management. IT literate.

Committed and achievement driven. Attention to detail and deadlines. Disciplined and organised.

Confident and credible. Inquisitive. Team player with hands-on, down-to-earth style.

Please send full cv, stating salary, ref MN200208, to NBS, Courthill House, Water Lane, Wilmslow, Cheshire SK9 5AP. Tel 01625 539801 Email maureen@nb-selection.co.uk Tel 01625 539953

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Financial Times

IT Appointments

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You have a challenging task in the new Global Financial Services Platform implementation project. You are responsible for the implementation of concepts related to one or several of the following Global Finance processes: accounts payable, accounts receivable, general ledger, fixed assets and business reporting. You will be part of a team implementing the financial system and new processes. This will involve the management of the relationship between the Financial Services Platform and technical services providers (IM). You will translate the process requirements into systems terms and be responsible for the implementation of finance concepts in SAP R/3 together with IM.

The job position can be located either in Espoo, Finland, or in one of our regional HUBs in Europe.

Your key qualifications are SAP design competence, good project management ability and systems implementation experience. You have experience in financial or management accounting and overall SAP functional competence combined with in-depth FI/CO functional competence. You will also have some knowledge of other applications available to support the finance process for which you are responsible.

Applications are expected no later than July 15, 1998. Please send your CV together with a cover letter to:

Pia Samaledtin

Nokia, Human Resources

P.O.Box 226

FIN-02150 Espoo, Finland

Email: pia.samaledtin@nokia.com

For further information please contact:

Nigel West, tel. +44 468 711 138, email: nigel.west@nmp.nokia.com

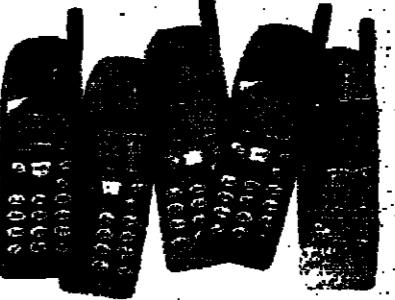
Kaisa Muurinen, tel. +358 40 577 5068,

email: kaisa.muurinen@nmp.nokia.com

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INVESTMENT BANKING

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BUSINESS ANALYST SUMMIT TRADING TO \$75K + BONUS

Leading US Investment Bank seeks an Analyst for their front office trading team. Responsible for the Summit trading system, you will provide business initiative and awareness to traders and the business. Product areas will include Risk, P&L and FX across all disciplines including operations, finance and technology. Successful candidates will have front office experience, preferably with some knowledge of the Summit system.

BUSINESS ANALYST BONDS/EMU/SWIFT TO \$60K+ BONUS

Global Investment Bank seeks two Business Analysts for their back office bonds settlement systems. Interacting with the business community you will advise your analysis expertise, from obtaining user requirements through to systems testing. Successful candidates must have some back office experience. Preference will be given to those with Bonds, EMU or Swift knowledge.

QUANTITATIVE DEVELOPER C++/UNIX OR NT/MATLAB TO \$65K + BONUS

Equities quantitative team of this consistently outstanding European bank seek a Numerical Developer for analytics and quantitative development. Working closely with quantitative and trading personnel, you will provide programming expertise and mathematical support to a number of complex derivatives systems. The successful candidate will possess a high numerically based degree and strong C++ programming skills.

FIXED INCOME ANALYTICS/C++ TO \$65K + BONUS

Fixed income analytics group of this premier Wall Street player seek a Senior Developer with strong fixed income and C++ skills. Working closely with the quantitative and trading teams, you will build C++ libraries for sophisticated analytics systems. A strong mathematical background is extremely advantageous but business knowledge and programming skills are more important. Fantastic career opportunities with reciprocal earning potential.

MARKET RISK ANALYSTS TO \$65K + BENS

Leading Derivatives House specialising in exotic and structured products, transactions, and trading strategies seeks Market Risk Analysts. Working across all product ranges, you will assist the team in carrying out risk analysis for traders and industry groups. Successful candidates will have a very strong numerical background with a minimum of a 2:1 degree in mathematics, a demonstrated ability to grasp new concepts quickly, report writing skills, and a genuine desire to work in risk management.



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We seek candidates who have a minimum of 5 years' experience within a major financial sector organisation or a major supplier of IT or consultancy services to this sector. You must have sound knowledge of how such organisations operate. You will have developed your IT knowledge through an IT, finance or operations related role, having had experience of running or working on major IT projects.

Within this overall context your experience might be in any of the following:

- programme/project management
- IT strategy and implementation
- trading and risk systems
- data warehousing
- electronic commerce
- retail distribution channels

We offer excellent opportunities to broaden and develop your career through working in multi-disciplinary teams. Our consultants are UK based, but opportunities for international travel arise frequently through our work for global clients.

Please apply in writing with full career and salary details, quoting ref: TK4H to: David Jones or Carol Weedon, The DP Group, Nightingale House, 1-7 Fulham High Street, London SW6 3JL. Telephone: 0171 460 7900. Fax: 0171 460 8838. E-mail: thegpgroup@sol.com

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FIXED INCOME Quants Analyst / Developer

Our client is a leading global investment bank, market activities include a strong presence in Fixed Income and Equities. A significant expansion plan and strong commitment has been applied to the development of state-of-the-art quantitative models for pricing, hedging and valuing securities and derivative instruments.

A new opportunity has been created within the Fixed Income Division, this will involve developing new systems for global pricing models and liaising extensively with sales people on the trading floor. Projects are internationally orientated, therefore there may be some travel to New York, Tokyo and Hong Kong.

Ideally, you should possess the following attributes:

- 1 year's commercial experience
- A good academic background (PhD would be advantageous)
- Strong C and Unix skills
- Exposure to C++

This is a superb opportunity to enhance and develop in-depth knowledge of Bonds, Futures and Options products. A strong training structure is also in place to provide personal development, IT and financial market courses. If you feel you have a proactive approach, a sense of humour and can succeed in a challenging environment, please contact our retained consultants.

If you are interested in the
above position, please contact
either Jonathan Leigh or
Alex Blair quoting ref 0014

Huxley

INVESTMENT BANKING
17 St Helen's Place, London EC3A 6DE

Tel: 0171 335 5890
Fax: 0171 335 0008
Email: job@huxley.co.uk

Business Analysts Investment Banking

CITY

The leading European Investment Bank is currently searching for dedicated Business Analysts to work across a broad base of business areas within Financial Control (P&L Production). Candidates will be working closely with the production, reporting and analysis of P&L information provided to the area. Projects are essentially global and currently providing P&L reporting and analysis functionality for the Equity and Equity Derivatives product lines.

Key strategic aspects of these positions include: global systems, structured as well as OO analysis techniques and technologies including Sybase, Delphi, Business Objects, and P&L solution.

Critically, successful candidates will be directly responsible for interacting with senior business users in the tasks of defining and delivering single global P&L solution for multiple product lines. Therefore candidates should be from a true analysis background and able to assimilate and gravitate between teams on a business level. Prospective candidates should have solid business analysis experience and a keen desire to gain a thorough understanding of the tasks at hand and further their knowledge of the business of investment banking.

Ideally candidates would have a knowledge of Investment Banking processes from trading and settlement to G/L accounting and P&L reporting.

Candidates would currently be working for an investment bank, securities house or a major management consultancy with first class interpersonal skills and a need to achieve.

These positions are viewed as high profile roles within Financial Control and offer attractive remuneration packages including competitive banking benefits.

Please contact Danielle Lorenz

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IT Procurement Vendor Relationship Manager

- Hong Kong-based position with Regional Responsibility
- US\$ 350 million + Budget
- Excellent Expatriate Package

Our client is an established regional organisation with an annual turnover in excess of US\$7 billion and a significant presence throughout South-East and Australasia; they are seeking a high-calibre individual to join their progressive and innovative global IT management team in a time of significant change and growth.

The position has responsibility for all aspects of IT procurement including vendor management, group negotiations, contract management and vendor performance. You will therefore be required to have had previous experience in managing large projects and/or vendor relationships; a proven track record in negotiation and contract management is essential, as are highly developed management and interpersonal skills.

If you feel up to the challenge please e-mail a brief resume to Graham Wandrag at gwandrag@kernelgroup.com, or, if you require further information, please contact us by telephone on +852 2865 6636 or +612 9803 0044.

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